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CITY OF CONCORD

THE APRIL 1978

ANALYSIS OF PROGRAM ALTERNATIVES

FOR

FISCAL YEAR 1978-79

Finance, Public -- CA -- Concord

*Concord -- Approp. and
expends*

PREPARED BY

F. A. STEWART, CITY MANAGER

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JUN 30 1978

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CONCORD, CALIFORNIA

City of Concord

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CITY COUNCIL

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Laurence B. Azevedo
June V. Bulman
William H. Dixon
Richard L. Holmes
Farrel A. Stewart, City Manager

Honorable Mayor and City Council:

It has been the long standing practice of this city for the City Manager and staff to prepare a budget forecast report to be submitted to Council in March or April of each budget year. The purpose of this report has been to advise the City Council on the status of the city's operations in its current budget year, and to present detail and recommendations on matters related to budget for the forthcoming budget year. The attached report has been prepared in keeping with this tradition and it is designed to serve essentially the same purpose.

While the timing and the purpose of the report are the same, the form of this report will be found to be very different from that submitted in prior years. The reason for this is, of course, the presence of the Jarvis-Gann Initiative on the June 6 ballot. As every member of Council knows, approval of Jarvis-Gann will remove a large segment of the property tax revenue necessary to continue programs of the city. Under these circumstances it has been necessary for staff to redesign this report to assist the City Council in determining and directing staff as to those programs which must be eliminated or curtailed so that the city may function within its budget limitations in the event that Jarvis-Gann is approved.

To accomplish this purpose the report discusses each program of the city in terms of the resource that would be required to continue that program through the next fiscal year, and then proceeds to analyze the cost reductions and the consequences attended to reduction or elimination of that program. It is very important that both the Council and the public understand that the discussions by staff about program reduction or elimination in no way constitutes recommendation. The staff and I are convinced that these program reductions or eliminations are not in the public interest and will in most cases lead to grievous consequences for this community. The exact nature of these consequences and the basis for our concern will be discussed in the report.

While we are requesting that the City Council respond to this analysis with policy determinations as to which programs are to be eliminated or reduced in the event of the approval of Jarvis-Gann, we would suggest that the City Council first consider policy level determination as to underlying strategy or assumptions which would guide the city through the transition process. As we see it, the Council must essentially pursue one of two assumptions in

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the designing of these basic strategy considerations. One assumption would be that the reduced funding level that would be a consequence of Jarvis-Gann is a mandate from the public and a circumstance relative to community services financing that will remain for the indefinite future. If this strategy assumption is adopted it would follow that lay-offs, facility closures and perhaps sale of public property as determined by the Council priority decisions should proceed with all deliberate haste.

The alternative strategy assumption would be that the service reductions required as a consequence of Jarvis-Gann are temporary or short term and that the revenues lost will be restored in part or in total by decisions of the state legislature. If this assumption were to be adopted it would be more realistic to approach the phase-down in terms of minimizing the number of employees that would have to be discharged in order to preserve, insofar as possible, the investment the city has in their training and experience. It would also be appropriate to avoid for as long as possible disposal of city facilities even though it may be necessary to close them to the public for a period of time. As will be evident to the City Council, this basic strategy consideration will bear heavily on the policy determinations the Council will be making as it reviews alternative budget cuts discussed in this report.


The city government is currently involved in a large number of separate and distinct programs. To intelligently determine which programs must be reduced or eliminated the Council will find it necessary to consider each and every program of the city. This is a tremendously complex undertaking and we have striven to assist the Council by eliminating as many variables as possible. As part of this effort we have excluded from this report the operations of the city which are separately financed from the general funds of the city. Included in this category are the sewerage enterprise, the Community Development program and the Redevelopment Agency program. While the Redevelopment Agency is also impacted by Jarvis-Gann we propose that it be the subject of a separate investigation and determination at a later date since it is entirely independent of the city for financial support. Other assumptions which are built into our report in an effort to simplify the Council's task will be explained in the report sections dealing with Revenue and with General Comments on Expenditures.

One other general comment should be offered before closing. There is an old saying that "It is an ill wind that blows no good". We see nothing commendable about the Jarvis-Gann proposal, but it has caused us to identify each of the programs offered by the city's departments and to assign that portion of the department's budget required to carry out that program. This in turn is followed by an analysis as to alternatives for program reduction or elimination.

Honorable Mayor and City Council
Page Three

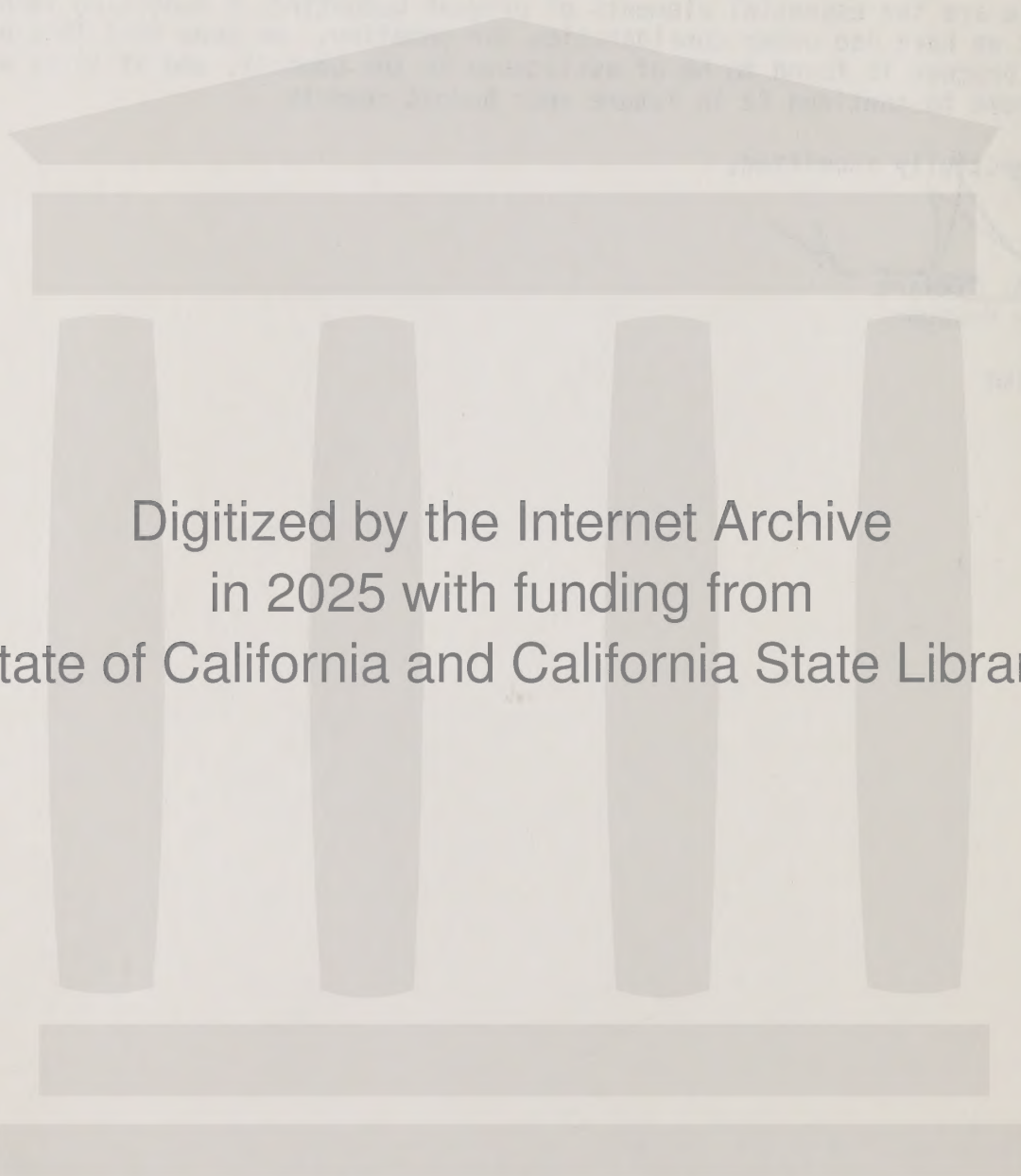
These are the essential elements of program budgeting, a budgeting technique that we have had under consideration for sometime. We hope that this budgeting process is found to be of assistance to the Council, and if it is we propose to continue it in future year budget reports.

Respectfully submitted,



F. A. Stewart
City Manager

FAS:mt



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REVENUESCurrent Year Revenues:

We are pleased to report that revenue receipts thus far in the budget year confirm the projections made at the time that the budget was adopted. Forecasting these revenues to the end of the budget year we are optimistic that revenues will exceed assumptions by somewhere between \$400 and \$500 thousand dollars. Since there have been no significant unexpected expenditures within the year we have every reason to presume that expenditures will be less than the total budgeted, at least to the degree that this normally occurs every year. Some additional under-expenditure is anticipated as a result of the freeze recently imposed by the City Council and the extraordinary controls being used by this office in reviewing requests to refill vacated positions and requests to proceed with budgeted capital equipment acquisitions.

Forecast for Fiscal Year 1978-79:

It is normal in this section of the report to discuss in considerable detail the staff work that has been done in projecting the amount of resource expected for the next budget year. This analysis traditionally proceeds from a relatively stable basis for projecting revenues. The assumptions that we make are normally very critical in that they tend to determine whether or not there is a margin of revenue available in the next year to finance program enlargements or new programs or to permit tax reductions. This year, when we are faced with the extreme range of revenue consequences that could follow approval of Jarvis-Gann, we have eliminated this detailed forecast. We have, instead, for the purposes of this report, made a basic assumption to the effect that revenues received in the next fiscal year in the event of no change in law would be sufficient, and only sufficient, to continue each of the programs currently underway through the next fiscal year. All the same detailed analysis that is normally done has been done and we can reassure Council that this assumption is essentially correct. We are most anxious, however, that Council understand that our purpose in making this assumption is not to presume a Council determination on priorities. Our purpose is to establish a base figure that is easy to understand and reliable so that Council may measure from this base the significance of program reductions and/or eliminations that will be discussed to off-set the Jarvis-Gann revenue loss.

Projections made upon preliminary information as to the effect that the Behr Bill will have indicate that the revenue available to the city for operations within the next fiscal year would be within \$60,000 of the

revenues we would have were there no change in law. The Behr Bill will have a pronounced depressing affect upon revenues in future years. There may therefore be some reason to be more conservative in projecting future year revenue availability, but other than that factor it would be correct to assume that voter approval of Proposition 8 which would make the Behr Bill effective and create a similar revenue situation to that assumed in this report. We therefore conclude that the purpose of this analysis is to determine the programs which are to be affected by Jarvis-Gann assuming that either existing law or the Behr Bill alternatives would produce essentially the amount of revenue which has been forecast in this report.

In estimating the revenue lost to the city as a result of Jarvis-Gann it is important to understand that while the initiative describes the maximum amount of property tax to be paid, it gives no clue as to which agencies shall be the recipient of any portion of that revenue. The only way by which the confusion can be corrected will be either a court or a legislative determination. Given only the language of the initiative to go by we must assume that the city will receive either (1) the same proportionate shares of the reduced gross property tax revenue as it now receives; or (2) no property tax other than that which the city may legally levy to retire general obligation bond issues. Also vague in the initiative is the question as to the amount of revenue the city will receive from the State of California to off-set homeowners exemptions.

Another uncertainty surrounds the calculation as to the amount of Federal General Revenue Sharing that we will be able to claim if Jarvis-Gann becomes law. Our "tax effort" factor will be considerably reduced and since distribution is based on "tax effort" we must speculate that Concord, along with other California cities will experience a sharp drop in this Federal resource. This loss will, however, occur in the second year and not affect next year's budget. There is also a possibility of losing Federal General Revenue Sharing and Community Development Funds altogether. City personnel rules spell out layoff procedures, essentially on a reverse-seniority basis. Such a layoff process would violate Federal Affirmative Action requirements and apparently disqualify the city from receiving Federal funds.

In the table that follows you will see an estimate as to the minimum and the maximum revenue loss which must be anticipated as a consequence of Jarvis-Gann assuming our ability to continue qualification for Federal funds. Clearly, the true loss could be anywhere between these two figures. There is still another category of revenue loss which should not be forgotten and which will be discussed in later sections of this report. That would be the fee revenue loss that would be a consequence of cancelling any of the programs operated by the city which are partially fee supported, but otherwise subsidized from the general fund.

TABLE A

ESTIMATED REVENUE LOSS
from
APPROVAL OF THE JARVIS-GANN INITIATIVE

	Minimum Loss <u>(in \$1,000's)</u>	Maximum Loss <u>(in \$1,000's)</u>
Secured Property Tax Rev.	\$3,232	\$4,722
Interest Income	<u>40</u>	<u>58</u>
Gross Loss	\$3,272	\$4,780
Str. Bond Levy Addition	<u>(943)</u>	<u>(943)</u>
Net 78-79 Loss	<u>\$2,329</u>	<u>\$3,837</u>

1978-79 CETA Program	\$2,955
Less General Fund Portion	<u>630</u>
Federally Funded Portion	<u>\$2,325*</u>
Federal General Revenue Sharing	<u>\$610,000</u>
Federal Community Development Program Funds	<u>\$825,000</u>

*Includes Materials and Equipment Totaling \$230,000

There is still another revenue variable that will be covered in later sections of this report. This has to do with the Federal revenue loss to the CETA program as a direct consequence of Jarvis-Gann. The United States Department of Labor has stipulated that cities will not be permitted to continue CETA positions in classifications where regular positions have been eliminated. While the exact interpretation of this is not clear we have attempted to forecast the CETA positions which would have to be eliminated as a consequence. As often as this occurs there will be a loss of the Federal revenue that paid the majority of the costs related to those positions. There is still another uncertainty relative to the

Jarvis-Gann vis-a-vis CETA relationship. Assuming we have discharged regular employees to live within our post Jarvis-Gann revenue limits, and assuming that we have also discharged as many CETA positions as are required, we would nonetheless be eligible for CETA revenues and could presumably develop a new CETA program under which new CETA positions could be approved and filled. It may be possible in some instances to rehire former employees in CETA positions.

All of this, of course, assumes that the CETA program will be extended by the Federal Congress. As the Council will recall, that program is only funded through September, 1978 and we may only speculate as to whether it will be extended again as it has been so often in the past.

There is another revenue assumption built into our report that the Council should either confirm or modify. It is assumed that the City Council would, if Jarvis-Gann passes, reverse an earlier Council commitment to levy no property tax to redeem the 1967 Road Bonds. The Road Bond issue debt requirement for the next fiscal year is \$943,000 and we believe it is legally permissible under Jarvis-Gann to levy a tax for this debt service even though we have not levied one in prior years.

In the report sections pertaining to planning and engineering you will find recommendations to substantially increase the fees for services by these agencies to developers and builders. We have estimated the potential additional yield from these fee increases as they would relate to the services of the planning office and the engineering office. There are five other areas known to staff where the Council could legally increase revenues.

1. Increase the building permit fees and related fees for permits issued by the building inspection office. As is discussed in the report we will be proposing the latest UBC schedule fees and with this increase we will be off-setting the direct and indirect costs of the building division. It appears that fees could be increased even above this level for the support of other city services if the Council were so inclined.
2. The Council has had under study for sometime a modification to the Business License Ordinance. It is clear that the Council can increase the fees for business licenses. However, it is not clear to what extent this can be done. The staff has offered a suggestion that the business license charge range from a high of $1\frac{1}{2}$ mills to a low of .9 of one mill. As you will recall the current business license structure ranges from $1\frac{1}{2}$ mills for small businesses to .1 of one mill for the large volume businesses in the city. If you were to approve the staff proposal you would increase the business license revenue by \$200,000 to \$300,000.
3. Increase the sewer service charge. We know that it is permissible for the enterprise to transfer assets to the city for any lawful city service. We also have confirmed that there is no Federal prohibition to levying a service charge that yields more revenue

than the enterprise requires for the benefit of the city. It must therefore be presumed that the Council could, if it chose to do so, increase the sewer service charge to off-set some of the loss from Jarvis-Gann.

4. Cancel the Capital Improvement Program. This would stagnate the city government and remove all revenue cushion from the budget to take care of emergencies. The \$100,000 commitment from the General Fund could be retained, and all Federal General Revenues not needed to make the lease payment on the Pavilion could be reassigned to the General Fund (\$341,000). This, of course, assumes that we will continue to receive Federal funds. If we do not, we will be faced with an additional liability (the Pavilion payment of \$309,000) instead of a revenue gain.
5. Transfer gas tax funds to the General Fund (\$186,000). State law permits this portion of the gas tax receipts to be used for street maintenance. Historically, it has been assigned to the Streets Capital Improvement Program, where it is sorely needed. If the Council decides for this transfer, it will be necessary to compare this funding to the remaining street maintenance budget, since the revenues are designated for this purpose.

In many of these revenue increase areas there would, of course, be a need for careful evaluation by the City Attorney's Office prior to any action by the Council. There is some doubt among attorneys that any revenue increase measures will be permissible if Jarvis-Gann is approved. If increases are possible, there appears to be a question as to how soon the Council would have to act in order to do so. The City Attorney's advice in these areas will be critical if Council wishes to pursue a revenue increase.

This section of the report should not be concluded without mentioning cash reserves and their importance if Jarvis-Gann is approved. As per Council instruction we are exercising every constraint possible to increase our cash position as of July 1, 1978. Council should also be reminded that the sewerage enterprise is in a strong cash position because of the delays in the commencement of Project 5-B to enlarge the treatment plant of the Central Contra Costa Sanitary District. It is legally permissible to transfer enterprise resource to city service programs. If Jarvis-Gann is approved it becomes effective on July 1, 1978. Since the city operates on a current revenue basis the availability of these cash resources will be critical in allowing the city more time to affect whatever phase-downs or phase-outs Council has decided are to be carried out to live within the fiscal year's revenues. It is not possible at this time to present precise phase-down or phase-out schedules, nor do we think it is necessary to do so until after the results of the June election are known.

II

GENERAL COMMENTS ON EXPENDITURES

CURRENT YEAR EXPENDITURES

As has been previously stated, Capital Improvement projects which have not already been committed are frozen for the balance of the fiscal year. All requests to fill vacant positions are subject to review and will be refused insofar as possible. All items of Capital Equipment budgeted but not yet acquired will be reviewed before purchases are allowed. Through these measures we hope to reduce expenditures for authorized programs and achieve a greater cash balance at the end of the fiscal year. This is being done to ease the city into the drastic program reductions that will be necessary if the Jarvis-Gann Initiative is approved in June.

FORECAST FOR FISCAL YEAR 1978-79

Assessment of Needs

As I am sure the Council has noted, the city has continued to grow at a significant pace throughout the budget year. We have experienced substantial development of single family homes, rental housing, industry, and commerce. The normal measurements of demand for service such as traffic volume counts, calls for service, and crime rate all confirm this growth. We have more people to serve, more miles of streets and utilities to maintain, and more legislative mandates to fulfill than ever before in the city's history. Given the number of new residential units constructed and occupied, we suspect that the city's population will be found to exceed 100,000 people when the next official state estimate is received.

In the report that follows, we will be discussing program reductions or program eliminations. Given the community's continued growth, there is no program offered by this city which ought to be reduced or eliminated. It is my opinion that the service losses that we will describe are invariably harmful and in many cases will ultimately be found to be intolerable.

Continuing Budget Dilemma (Even before Jarvis)

In last year's report we discussed the fact that the city is already heavily dependent upon federal resources through the CETA program and the Public Works Anti-Recession program to maintain necessary service levels. These federal programs are now continued to the end of September, 1978. As will be apparent in the review of this report, the degree of program dependency upon CETA and Anti-Recession funds is, in many instances, almost as significant as on the General Fund. This

already existing problem of federal dependency will be severely compounded if Jarvis-Gann is approved. An officer of the League of California Cities stated that "Cities will become the outposts of the state and federal government if Jarvis is approved," and this is certainly true. If we are to lose the discretion to raise or lower property taxes, cities will be almost entirely dependent on decisions made in Sacramento and Washington as to what revenues they will have for operations and what constraints there shall be on the use of those revenues.

In view of the city's generally prosperous appearance, many people find it hard to believe that the city government has a revenue problem. A look at the following revenue comparisons will help to explain why this is the case. The amount of property value per capita and the amount of sales tax per capita are the principal determinants of a community's "wealth" in terms of providing public services. As will be noted Concord is better off than some cities, but not nearly as well off as the other large cities in the county.

SALES TAX
CONTRA COSTA COUNTY CITIES
(1976-77)

	<u>City</u>	<u>Population</u>	<u>Revenue</u>	<u>Revenue Per Capita</u>
1.	Hercules	1,658	\$1,378,719	\$832
2.	Walnut Creek	49,039	3,157,730	64
3.	Richmond	80,800	4,950,940	61
4.	Pleasant Hill	27,650	1,370,804	50
5.	<u>Concord</u>	<u>97,700</u>	<u>4,576,932</u>	<u>47</u>
6.	San Pablo	21,800	965,916	44
7.	El Cerrito	25,190	959,050	38
8.	Antioch	34,964	1,181,021	34
9.	Brentwood	3,880	122,733	32
10.	Lafayette	21,399	663,914	31
11.	Martinez	20,050	413,555	21
12.	Pittsburg	26,450	494,689	19
13.	Pinole	15,500	271,616	18
14.	Clayton	2,640	35,031	13
15.	Moraga	25,302	174,249	7

ASSESSED VALUATION
CONTRA COSTA COUNTY CITIES
(1976-77)

	<u>City</u>	<u>Population</u>	<u>Assessed Valuation</u>	<u>Assessed Valuation/ Per Capita</u>
1.	Hercules	1,658	\$ 25,739,200	15,524
2.	Richmond	80,800	491,697,237	6,085
3.	Walnut Creek	49,039	294,093,543	5,997
4.	Lafayette	21,399	122,138,970	5,708
5.	Martinez	20,050	106,472,197	5,310
6.	Clayton	2,640	13,940,767	5,281
7.	El Cerrito	25,190	104,797,181	4,160
8.	<u>Concord</u>	<u>97,700</u>	<u>388,581,055</u>	<u>3,977</u>
9.	Pleasant Hill	27,650	103,808,794	3,754
10.	Pinole	15,500	54,439,769	3,512
11.	Moraga	25,302	81,057,735	3,204
12.	Antioch	34,964	101,122,081	2,892
13.	Pittsburg	26,450	69,267,059	2,619
14.	Brentwood	3,880	8,637,936	2,226
15.	San Pablo	21,800	45,817,166	2,102

Analysis of Reductions Required by Jarvis-Gann

Following this section of the report the Council will find an analysis of the programs being offered by each of the departments of the city. These analyses provide the Council with historical information on what has been required to maintain these programs, and suggests what it would cost to maintain each program in the next budget year. While these projections have not been confirmed, they have been reviewed and found to be generally correct. As has been previously explained, the staff has set up these figures in order to provide a basis for analyzing proposals related to program reductions or eliminations in each of the departments. The figures do not constitute a recommendation to the Council on goals and priorities. They are in effect a reference base for discussion purposes. However, before proceeding it is important to know the degree to which we have compared the next year's "reference base" revenue to the sum total of these program expenditures and other known obligations.

The Finance Director has analyzed every aspect of the future year obligations and has particularly analyzed those obligations which are new or substantially changed. He has anticipated that TDA funds will cover all the costs of bus services for next year (one year only). He has included in his assumptions sufficient allowance for unemployment insurance obligations under the new program mandated by the Federal government. We have included an additional \$300,000 annual employer's commitment to the employees' retirement system. A recently received analysis by our actuaries indicates that this higher level of funding is necessary to offset the persistently high inflation rate in the nation. Despite these increases, we are convinced that with no change in revenue sources, it would be possible to continue all programs at current levels.

In order to bring the range of alternatives to within a manageable size, a number of assumptions have been made relative to the data that is reported. We have already discussed the assumptions made as regards revenue. With respect to expenditures, the following points were assumed. All estimates on expenditures are expressed in thousands of dollars and the degree of accuracy will range considerably depending on the size and scope of each program. We believe, however, that the cost projections are sufficiently accurate to guide Council in the priority setting activity. No attempt has been made to determine precisely which employees would be terminated as a result of any particular program reduction or elimination. In some cases this will be quite apparent. In other cases it is less than clear. We believe it is inappropriate to develop that kind of detail at this time. It is expected that as programs are reduced and/or eliminated, position cuts will occur at all levels in the organization. The personnel rules of the city cover the rights of senior employees to "bump" junior employees in classifications from which they have been promoted. It is therefore correct to say that even if we describe a position that is to be eliminated, it does not necessarily follow that that particular employee would be out of a job. It is also correct to assume that rather significant organizational adjustments will be required, depending upon the nature of the activities that are to be reduced or eliminated. Until these

organizational changes are developed, it will not be clear which employees will experience the layoff.

Earlier in this report we have suggested that the Council provide us with direction as to whether we should assume that the passage of Jarvis-Gann means that the lower revenue level is a permanent condition or whether we should assume that by some means revenues will be partially or totally restored. In either case, the Council may wish to consider alternatives to discharge of employees. One alternative that has been used by industries has been to provide economic incentives to take early retirement. No effort has been made to develop such an incentive system, but if the Council wished it done we could analyze the kinds of incentives that might be offered, the costs thereof, and the probable impact in the terms of numbers of senior employees who would elect to retire, reducing the number of younger employees that would have to be terminated. Another possible consideration is partial work schedules. You will find this proposed in the discussion of the Planning Department. There may be merit in pursuing arrangements where employee groups share the resources available by reducing the number of hours worked as an alternative to layoff of a certain number of people within that unit. This approach, or similar alternatives such as salary cuts, may have particular merit if it is the Council's decision to pursue a holding action in hopes that revenue alternatives will be found. It is necessary, however, to make two precautionary statements in this regard. First of all, it is my considered opinion that there is no merit in pursuing this approach unless there is the full support and cooperation of the employee unit involved as expressed through that unit's authorized representative. The Council should be reminded that wages, hours and other conditions of employment are guaranteed by Memoranda of Understanding and it would require the consent of both parties to modify employment conditions of this type.

The second precaution that I would suggest is that this approach could not be applied in all situations. While no definitive analysis has been made, I am confident that there will be a number of circumstances within the city where there is no acceptable substitute for having full time employees.

Following this discussion, you will find a worksheet which summarizes all of the budget cuts that are described in this report. In order to find the detail as to the nature of these cuts and the consequences, it will be necessary to refer to the discussions under the sections of the report related to each department. There are a few exceptions where we are discussing reductions which do not fall under the purview of any one department. Such exceptions are covered in the report section related to Miscellaneous and Fixed Expenses.

There are several points that should be considered before proceeding into this review. It is significant to note that the aggregate of all the proposals offered by the heads of departments is considerably less than the loss we may experience from approval of Jarvis-Gann. Please remember that these departmental recommendations that have been tabulated were the

maximum cut that the department could recommend in each case. One need to make only a cursory examination of the departmental proposals to concur that it will be extremely difficult, if not impossible, to cope with the situation that would follow these various cuts. Nonetheless the aggregate proved to be less than the amount of cut needed. It was in part for this reason that the City Manager has developed a list of program cuts and program eliminations which will also be found in the worksheet. The City Manager proposals are also discussed in detail in the report sections dealing with the various departments. You will note that the cuts suggested by this office total to more than the amount of reduction necessary even under the maximum loss assumption. This has been deliverately done so that the Council will be in a position to analyze alternatives. Had we presented you with a report which described cuts only up to the dollar figure that must be cut, we would be in fact offering you no alternatives whatsoever.

It is the staff's recommendation that the Council consider the information that we have been able to furnish you and after deliberation provide us with direction as to those program changes which we are to assume in the preparation of a formal budget document in the event that Jarvis-Gann is approved. The means by which the Council desires to arrive at these decisions will require early discussion. We would suggest that you consider holding a series of public meetings and/or hearings as soon as possible after receiving this report as one means of assisting you in interpreting the community's sense of priorities. If you feel that additional measures should be taken in determining community priorities, you may wish to consider either an opinion-sampling poll or an opinion-sampling newsletter mailed to constituents with a request for response on a questionnaire form. Needless to say, time is very short for any of these processes to take place. With that in mind, staff has commenced work on the draft of a questionnaire form that could be used, after Council approval, if you determine that such a procedure is appropriate.

Concluding Comments

As has been done in prior years' reports, you will find following this section tables which demonstrate the budget allocations to various city departments over the past seven years, and which illustrate the current status of position allocations within the city. These are included in the report to provide Council with a reference base for the review process.

WORKSHEET
SUMMARY PROGRAM REDUCTIONS
TO OFFSET JARVIS/GANN

Account	1978-79 Budget	GENERAL FUND BUDGET REDUCTION				Positions Remaining Reg. CETA	
		Dept. Report	City Manager	Positions Lost Reg. CETA			
10: City Council	\$ 72,000	-	-	-	-	-	-
20: City Manager	165,000	\$ 20,000	\$ 20,000	1	1	3	-
50: City Treasurer	33,000	-	-	-	-	-	-
60: City Attorney	104,000	-	-	-	-	3	2
25: Planning	276,000	155,000	155,000	4	6	6	-
30: Administrative Services	72,000	3,000	3,000	-	-	2	-
31: Purchasing	74,000	14,000	14,000	-	4	2	1
33: Duplicating Services	131,000	37,000	67,000	1	1	1	-
34: City Clerk	85,000	10,000	10,000	-	-	4	1
35: Elections	600	-	-	-	-	-	-
36: Records Management	60,000	14,000	14,000	1	-	1	4
37: Personnel Services	\$ 111,000	\$ 36,000	\$ 23,000	1	1	3	1
40: Finance	500,000	113,000	103,000	5	4	12	5
77: Leisure Services Administration	126,000	8,000	23,000	1	2	4	-
78: Pavilion Maintenance	292,000	28,000	28,000	-	3	-	7
79: Community Services	180,000	101,000	166,000	2	4	-	-
80: Youth Services	381,000	222,000	304,000	6	9	1	-
81: Camp Concord	99,000	4,000	4,000	-	-	-	1
82: Golf Course	260,000	41,000	41,000	-	-	5	3
83: Aquatics	137,000	97,000	97,000	1	-	-	-
84: Cultural Arts	145,000	27,000	59,000	3	5	-	-
85: Parks	1,118,000	282,000	474,000	18	14	18	-
86: Street Trees	\$ 300,000	\$ 123,000	\$ 148,000	6	5	5	-
100: Public Works Administration	149,000	18,000	18,000	1	1	4	1
110: Engineering	853,000	152,000	116,000	3	3	39	1
117: Maintenance Administration	112,000	28,000	28,000	1	1	4	1
120: Traffic Safety	186,000	70,000	58,000	1	3	4	1
130: Street Lighting	550,000	365,000	275,000	-	-	-	-
132: Street Maintenance	643,000	170,000	313,000	-	14	10	6
134: Street Cleaning	99,000	61,000	61,000	1	1	1	-
136: Drainage & Sidewalks	79,000	61,000	58,000	-	(14)	(10)	(6)
140: Electrical/Mechanical	343,000	62,000	72,000	-	2	6	2
150: Building & Lands	427,000	76,000	83,000	2	3	12	4
160: Corp-Yard Shop	\$ 198,000	\$ 35,000	\$ 35,000	1	3	7	1
195: Building Inspection	272,000	17,000	17,000	1	-	11	1
200: Police Protection	5,094,000	539,000	674,000	23	8	133	12
300: Emergency Preparedness	2,000	2,000	2,000	-	-	-	-
400: Misc. & Fixed Expenses	2,352,000	366,000	366,000	-	-	-	-
TOTAL	\$16,071,600	\$3,357,000	\$3,929,000	84	98	291	55
POTENTIAL JARVIS REVENUE LOSS		\$3,837,000	\$3,837,000				
POSSIBLE REVENUE OFFSETS							
Engineering Fee Increase			90,000				
Planning Fee Increase			85,000				
Business License Fee Increase			300,000				
Federal Revenue Sharing			341,000				
CIP-General Fund Contribution			100,000				
Gas Tax Funds			186,000				
			\$1,102,000				

CITY OF CONCORD
OPERATING BUDGET COMPARISON BY DEPARTMENT*

TABLE I

Department	1977-78		1976-77		1975-76		1974-75		1973-74		1972-73		1971-72	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Council	\$ 68,621	.5	\$ 67,292	.6	\$ 69,516	.6	\$ 59,480	.6	\$ 45,885	.6	\$ 48,216	.6	\$ 41,071	.6
City Manager	153,605	1.2	144,315	1.2	139,530	1.3	126,165	1.3	111,714	1.3	106,605	1.4	92,545	1.3
Planning	253,405	2.0	233,675	1.9	215,285	2.0	199,978	2.1	182,101	2.2	168,584	2.2	143,589	2.1
General Services	498,771	3.8	443,283	3.7	408,059	3.8	354,097	3.7	330,564	4.0	291,480	3.7	254,696	3.7
Finance	454,385	3.5	445,200	3.7	399,585	3.7	358,010	3.7	281,695	3.4	239,920	3.1	214,578	3.1
Treasurer	31,735	.2	30,075	.3	27,364	.3	22,225	.2	20,846	.2	19,308	.3	18,067	.3
Legal	92,120	.7	86,695	.7	81,428	.8	74,705	.8	67,224	.8	62,696	.8	48,273	.7
Leisure Services	1,162,212	9.0	1,107,558	9.2	932,905	8.6	773,786	8.0	583,170	7.0	513,034	6.6	440,581	6.4
Summer Camp	99,289	.8	91,574	.8	79,175	.7	79,195	.8	71,874	.9	61,493	.8	52,640	.8
Aquatics	117,400	.9	124,270	1.0	102,800	.9	192,145	2.0	104,420	1.2	98,761	1.3	90,480	1.3
Golf Course	238,607	1.8	219,125	1.8	202,790	1.9	183,051	1.9	168,230	2.0	165,550	2.1	162,069	2.4
Parks	1,346,742	10.4	1,247,775	10.3	1,134,264	10.4	1,062,018	11.0	956,489	11.5	863,514	11.1	793,839	11.5
Public Works	3,664,023	28.2	3,344,819	27.7	3,108,758	28.7	2,765,099	28.6	2,417,822	29.1	2,327,423	30.0	2,140,377	31.2
Police	4,807,166	37.0	4,484,403	37.1	3,940,104	36.3	3,412,929	35.3	2,972,643	35.7	2,771,297	35.8	2,360,058	34.4
Emergency Serv.	3,050	--	2,830	--	3,711	--	4,036	--	5,108	.1	15,915	.2	14,131	.2
Total Opr.	<u>\$12,991,131</u>	<u>100.0</u>	<u>\$12,072,889</u>	<u>100.0</u>	<u>\$10,845,274</u>	<u>100.0</u>	<u>\$ 9,666,919</u>	<u>100.0</u>	<u>\$ 8,319,785</u>	<u>100.0</u>	<u>\$7,753,796</u>	<u>100.0</u>	<u>\$6,866,994</u>	<u>100.0</u>
Opr. Budget	\$12,991,131	80.2	\$12,072,889	81.9	\$10,845,274	88.5	\$ 9,666,919	87.6	\$ 8,319,785	78.2	\$7,753,796	84.8	\$6,866,994	88.1
Capital Impr.	851,500	5.3	788,195	5.4	585,594	4.8	656,000	6.0	1,505,000	14.2	909,624	9.9	566,630	7.3
Misc. & Fixed	<u>2,351,868</u>	<u>14.5</u>	<u>1,872,756</u>	<u>12.7</u>	<u>822,850</u>	<u>6.7</u>	<u>710,880</u>	<u>6.4</u>	<u>812,150</u>	<u>7.6</u>	<u>486,250</u>	<u>5.3</u>	<u>358,475</u>	<u>4.6</u>
Total	<u>\$16,194,499</u>	<u>100.0</u>	<u>\$14,733,840</u>	<u>100.0</u>	<u>\$12,253,718</u>	<u>100.0</u>	<u>\$11,033,799</u>	<u>100.0</u>	<u>\$10,636,935</u>	<u>100.0</u>	<u>\$9,149,670</u>	<u>100.0</u>	<u>\$7,792,099</u>	<u>100.0</u>

*Excludes CETA, Antirecessionary Title II, Sewer Enterprise and Bond Interest and Redemption Costs.

Table II

SUMMARY OF EXISTING POSITION ALLOCATIONS

	<u>Regular</u>	<u>CETA Title II</u>	<u>CETA Title VI</u>	<u>CETA VI Projects</u>	<u>Total</u>
City Manager	4	1			5
Planning	18*	2	2	2	24
Finance	16	5	5	2	28
Treasurer	2	2			2
Attorney	3	6			5
General Services	17	8	4	3	30
Leisure Services	19		15	10	52
Golf Course	5		2	1	8
Parks	36	1	9	4	50
Street Tree & Islands	11		3	2	16
Public Works Administration	6		1	1	8
Engineering	32**	1	1	3	37
Maintenance Administration	5		1		6
Traffic Safety	5		1	3	9
Street Maintenance	12		7	16	35
Building Maintenance	20	3	7	4	34
Corporation Yard Shop	8		2	2	12
Building Inspection	12				12
Police	<u>157</u>	<u>9</u>	<u>11</u>	<u>4</u>	<u>181</u>
Sub-Total	388	38	71	57	554
Waste Water Pumping Station	1				1
Sewer Line Maintenance	<u>10</u>	<u>—</u>	<u>—</u>	<u>2</u>	<u>12</u>
TOTAL CITY	<u>399</u>	<u>38</u>	<u>71</u>	<u>59***</u>	<u>567</u>

* Includes 8 positions financed by Redevelopment Agency and Community Development

** Includes 11 engineers for Street Bond Program and 2 engineers for E.D.A. and 1 for Trails to BART Projects

*** Positions financed under CETA program to be phased out by 7/24/78

III

COMMENTS ON DEPARTMENTAL REQUIREMENTS

CITY COUNCIL, CITY MANAGER, CITY ATTORNEY
AND CITY TREASURER ACCOUNTS

There is no change proposed to the City Council's account. In the comments on Miscellaneous and Fixed Expenses, you will find a proposal for the reduction of resource assigned to memberships in organizations, conference and training expenses. If this proposal were adopted, it would have a sizeable impact on the City Council's account.

In the City Manager's account, we are proposing elimination of the Administrative Assistant position, and of the CETA Departmental Secretary position. The estimated net savings from these two reductions is \$20,000. We would plan to transfer the secretarial service of the Redevelopment office back to the City Manager's office with the intent that it serve both functions. We would assume that the financial support would continue to come from the Redevelopment program. The loss of services from the Administrative Assistant would have to be assumed by the Assistant City Manager and the Assistant to the City Manager/City Council and the City Manager. This would considerably reduce the City's ability to perform program analysis, to develop a positive public information program, to serve the Community Services Commission, and to serve the correspondence needs of the members of the City Council. We would have to ask Council to consider a reduction in the volume of correspondence that it generates.

The City Attorney has proposed that there be no reduction in the budget allocation to that function. I have concurred in their proposal and suggest no reduction. In my opinion the CETA positions assigned to the City Attorney's office will have insufficient priority for continuance when and if we lose the CETA program if at that time we are in a normal operating posture. However, assuming the reduction of services related to Jarvis-Gann, my expectation is that the Attorney's office will be very busy in defending the City against suits, and we may in fact find it necessary to budget additional resources for legal services.

There is no proposed change in the budget for the City Treasurer's operation. These functions are required by law and we know of no less expensive way to accomplish them.

CITY COUNCIL, CITY MANAGER, CITY ATTORNEY, TREASURER

DEPARTMENT PROGRAM WORKSHEET

Account	1978-79 Budget	GENERAL FUND BUDGET REDUCTION				Positions Remaining Reg. CETA	
		Dept. Report	City Manager	Positions Reg.	Lost CETA		
10: City Council	\$ 72,000	-	-	-	-	-	-
20: City Manager	165,000	\$ 20,000 (p.19)	\$ 20,000 (p. 17)	1	1	3	-
50: City Treasurer	33,000	-	-	-	-	-	-
60: City Attorney	104,000	-	-	-	-	3	2

CITY MANAGER'S OFFICE

1978-79 BUDGET FORECAST

SUMMARY OF HISTORICAL INFORMATION

	<u>ORIGINAL ADOPTED BUDGET</u>		
	<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
100 Personnel Services	\$115,910	\$118,300	\$127,780
200 Materials and Supplies	8,265	7,970	7,600
300 Fixed Charges	14,855	16,745	17,725
400 Capital Equipment	<u>500</u>	<u>1,300</u>	<u>500</u>
TOTAL	<u>\$139,530</u>	<u>\$144,315</u>	<u>\$153,605</u>

Number of Employees:

Regular	<u>4</u>	<u>4</u>	<u>4</u>
CETA	<u>1</u>	<u>1</u>	<u>1</u>

Total Estimated 1978-79 Requirements: \$171,500

Total Reductions - all alternatives: _____

BUDGET FORECAST

CITY ATTORNEY DIVISION

SUMMARY OF HISTORICAL INFORMATION

	<u>Original Adopted Budget</u>		
	<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
100 Personnel Services	\$65,000	\$70,290	\$74,550
200 Materials & Supplies	7,700	6,410	6,550
300 Fixed Charges	8,653	9,995	10,870
400 Capital Equipment	<u>75</u>	<u>-0-</u>	<u>150</u>
Totals	<u>\$81,428</u>	<u>\$86,695</u>	<u>\$92,120</u>
Number of Employees:			
Regular	<u>3</u>	<u>3</u>	<u>3</u>
CETA	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL ESTIMATED 1978-79 REQUIREMENTS:		<u>\$98,226.00*</u>	

DEPARTMENTAL OPERATIONS OVERVIEW

Short narrative allowing department heads to express themselves, establish a mental picture of the crisis leading into the detailed report and establishing a beginning base for Council:

The activities of the City Attorneys Office are expected to show a continuing increase. This results from the expansion of the City's activities associated with overall growth. We see no possible reduction in the operations of our office.

DAVID J. LEVY, City Attorney

By Kenneth C. Scheidig
Assistant City Attorney

*Total 1978-79 Estimated Requirement is based on 1977-78 budget plus 5%, plus \$1500.00 added to City Attorney budget for litigation expense. (Formerly charged to General Funds).

PLANNING

This office has concurred with the proposals made by the Planning Director and the Assistant Planning Director for reductions of service by the Planning office in the event of the passage of Jarvis-Gann. The comments made by the Planners as to consequences are correct and deserving of your concern. The following additional comments should be considered. The additional fees proposed (a five fold increase in fees) will be burdensome on both the City and on those that do business with us. This is especially true where we are proposing to charge fees under circumstances where there is no charge at this time. The additional clerical work related to collecting fees will be a problem.

The proposal for reduction in work week as a means of avoiding layoffs will have merit only if the organization representing this group of employees concurs in this arrangement and is willing to renegotiate the Memorandum of Understanding. If this is not the case, the proposed reduction will have to be accomplished by layoff.

It should be re-emphasized that our ability to do long range or detail planning will be lost, and our ability to conform to mandates from the state government severely reduced. This could, in turn, have significant impact on the City by disqualifying us for the Community Development program as well as for other state and federal grant programs.

Since the primary purpose of the Planning office is related to development activities, the reductions proposed will obviously create a serious hiatus. We cannot presume that the development activities will be reduced to offset our reductions in staff. It is more probable that development activities will continue at current rates. Since we will have far less capability to respond to development, there will be problems with less competent reviews, more delays, higher fees for poorer service, and little or no ability to prosecute code violations.

PLANNING DEPARTMENT
PROGRAM WORKSHEET

Account	1978-79 Budget	GENERAL FUND BUDGET REDUCTION			Positions Remaining Reg. CETA	
		Dept. Report	City Manager	Positions Lost Reg. CETA		
25: Planning	\$267,144	\$155,000 (p. 23)	\$155,000 (p. 21)	4	6	6
						-

PLANNING DEPARTMENT
SUMMARY OF HISTORICAL INFORMATION

		<u>Original Adopted Budget</u>		
		<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
100	Personnel Services	\$170,950	\$181,225	\$194,300
200	Materials & Supplies	16,730	20,475	23,590
300	Fixed Charges	26,905	30,885	34,315
400	Capital Equipment	700	1,070	1,120
		<u>\$215,285</u>	<u>\$233,675</u>	<u>\$253,405</u>
Number of Employees:				
	Regular	9	9	10
	CETA	2	2	5

SUMMARY OF PROGRAMS AND COST
TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

Planning Program:

Personnel Services	5½% increase	=	\$204,986
Materials & Supplies	7% increase	=	25,241
Fixed Charges	7% increase	=	36,717
Capital Equipment		=	200
Total estimated 1978-79 Requirements			<u>\$267,144</u>

SUMMARY OF POTENTIAL REDUCTIONS IN PLANNING PROGRAM

Consulting, Planning Commission + Design Review Board (Items I.A, B & D)	\$14,000	
Reductions in Work Week (Items I.C & E)	38,000	
Elimination of Staff Positions from General Fund (Items I.F, IIIA & D)	84,000	
TOTAL REDUCTIONS - ALL ALTERNATIVES		<u>\$155,000</u>
POTENTIAL INCREASE IN FEE REVENUE (Item II)		\$ 84,500
POTENTIAL SAVINGS (REDUCTIONS + NEW REVENUE)		\$239,500

PLANNING DEPARTMENT
DEPARTMENTAL OPERATIONS OVERVIEW

A. ORGANIZATION AND FUNCTIONS

The Planning Department operations which are supported by the general fund are now organized as two divisions, "Development" and "Plans & Policies." We regard these as two mutually reinforcing elements of an overall program. Therefore, in this budget forecast we are discussing a single program as distinct from multiple projects.

At the risk of producing an overly lengthy statement, we think it will be helpful to detail the nature of the work of the department. All of our staff is involved in what we see as a five-step continuing planning process of "researching-analysing-recommending-implementing-reevaluating." The following paragraphs discuss the work of the two divisions. All the tasks mentioned involve these five steps to some degree, regardless of whether the task is assigned to Development or Plans and Policies staff members.

1. Development Division

The most visible component of the Division's work (at least in the public view) is the processing of various permits, including variances, Zoning Administrator permits, zoning amendments and use permits, subdivision maps, and design review approvals. Most of this work involves public contact, field investigation, setting agendas, writing reports, attending meetings, corresponding with applicants, etc. Most items require coordination with other staffs: engineering, police, fire, traffic, flood control, and others.

Other components of the work are less visible. That involves checking of building plans and landscape plans for conformance with design review requirements and other items which are not checked by the Building Division. The staff handles numerous small items under city codes such as sign approvals, fence approvals, and administration of the animal ordinance.

An unavoidable, time-consuming, overlay of all activities in the environmental reporting requirement under CEQA. This not only involves constant investigation, posting, filing of notices, and meeting of various deadlines; considerable staff time is devoted to monitoring ever-changing State guidelines and legal interpretation to ensure that the City is in legal conformance with all requirements.

There is constant need to change the zoning and other regulations which we administer, whether for the purpose of reflecting new city policy or state requirements, or to eliminate inconsistencies which become obvious through practice. These efforts are essential to the smooth functioning of the basic permit approval operation.

2. Plans and Policies Division

In the past this has been called "advance planning," a term often equated with "long-range planning." In this regard, the main continuing assignment is to maintain the General Plan in compliance with the City's own needs and with changing state legislation and guidelines. Another continuing assignment involves collection and dissemination of various data, especially regarding population counts and forecasts.

The actual work of this Division would be more fairly characterized as "short range." Increasingly, we see the need to develop short-range plans for neighborhoods, such as the Crawford Village C.D. target area, and to coordinate with other departments in planning for near-term capital improvements and such services as transit. In fact, the main need for improvement of the General Plan is to introduce a short-term perspective, which is required under State guidelines, and to make the General Plan a working document, providing useful guidance to current and near-term development programs both public and private.

In many respects, the Plans and Policies Division (aided by staff of the Development Division as required) is an arm of the City Manager (and thus, the City Council). Although it is possible to anticipate certain elements of a work program, we find we must always be ready to take on special assignments which sometimes have little to do with a limited view of advance planning. For example, we have monitored and interpreted the ABAG Environmental Planning Program, we are assisting the school district to develop policies for future use of facilities, and we have spent considerable time in responding to the Airport Master Plan. We are currently working on a "services plan" as required under new annexation law, and we have developed a child care policy as requested by a City Council committee. In the past, we have provided a necessary interim link between the planning and implementation stages, as in the cases of redevelopment and transit. At present we are directly involved in the open space acquisition program.

B. CURRENT OBJECTIVES

If we were to assume next year would be a normal one in which we could expect to enjoy our current level of support, we would emphasize the objectives listed below. Even faced with substantial cutbacks we would strive to maintain a balanced program in which we were able to pursue each objective to some degree.

1. Update the General Plan, with emphasis on land use policies (short-term and long-term), open space and recreation policies, and circulation plans (specifically in C.D. target areas).
2. Present recommendations for actions and procedures to carry out the updated General Plan policies, including appropriate ordinance changes.

3. Maintain our reputation for efficient (at least relative to other cities) processing of development proposals; especially important in the face of new legislation which limits processing time.
4. Keep the City in good legal standing with respect to environmental requirements and completeness of General Plan elements.
5. Be available to respond to special request for data, analysis, evaluation, etc. as needs arise.

C. CONSEQUENCES OF SERVICE LEVEL REDUCTION

Simply stated, reductions in the planning department budget would diminish our ability to carry on our normal functions and to meet the objectives listed above. The consequences of particular reductions are described in the "service level reduction listing." We might also anticipate that as an "arm of the City Manager," we might have to absorb some types of work which other departments would be unable to sustain.

In the following disucssion we have listed alternative means of reducing the departmental budget. In order to forestall employee layoffs to the greatest extent possible, we are emphasizing the following strategies:

I. Service Level Reduction Listing (including assignment of one position to the Housing and Community Development block grant program)

II. Increase Revenue from Fees for Services Provided

These actions, plus other minor ones listed, would have the potential to reduce our budget by \$155,500 or 61% below the 1977-78 level, without recourse to layoffs.

If a further reduction is necessary, we have also listed the reduction of personnel as indicated in Section III.

I. PLANNING DEPARTMENT SERVICE LEVEL REDUCTION LISTING

- A. Defer technical assistance in preparing "Phase II" of the General Plan Noise Element. Carry over the amount in the current budget for consultant services. \$5,000

Consequences: We would lack some useful technical information; we would have to continue to require additional information from developers on a case-by-case basis. Also, for not having noise contours City-wide, we could be found in non-compliance with State law.

- B. Eliminate one Planning Commission meeting and one study session each month. By reducing the amount of items requiring Commission decision and relying more heavily on the Zoning Administrator, processing could be streamlined. Indirect savings could be realized by reduced staff time needed to prepare for an attend Commission meetings. Direct savings would be in the form of 50% of the amount now budgeted for Commissioner's compensation for meetings. \$3,000

Consequences: Potential increase in waiting time (and thus costs) on items requiring Commission action. This would tend to be offset by faster staff processing of other items.

- C. Reduce work-week to 36 hours (4 nine-hour days). This would allow staff compliment to remain intact while effecting a savings in the personnel account of approximately 10% (roughly equivalent to one professional position). In addition, some savings in maintenance, lighting, etc. could be expected. \$19,000

Consequences: This would be a reduction of employee income (no reduction in benefits is proposed here - this might require a change in personnel rules). Responsiveness to the public would be diminished, presumably by 10%, and there would be an adjustment period until people realized no services were on one day a week.

A major benefit to be gained from this strategy would be the maintenance of present staff. If the crisis is perceived as a period of adjustment until alternate revenues can be provided, then this approach would help avoid discontinuity of operations.

- D. Eliminate compensation paid to Planning Commissioners (remaining \$3,000) and Design Review Board members (\$3,000). \$6,000

Consequences: Putting these appointees on a voluntary basis (which Commissioners were on until two years ago).

- E. Reduce work week to 32 hours (4 eight-hour days) for additional savings equivalent to alternative C. above. \$19,000

Consequences: Expands those stated in C. above.

F. Assign one General Fund Planner position to the Housing and Community Development budget. "Comprehensive Planning" is an eligible activity under federal regulations for the H.C.D. block grant program. Cities of over 50,000 are no longer eligible for "701" planning funds; therefore, H.C.D. is the only source of federal support available for planning. A proposal to do needed work on our General Plan would probably be processed by HUD in the same way as any other project proposal. We can put much of the effort toward direct support of the target areas; for example, in revising the circulation element, we intend to concentrate on major streets in the northern and western sections of the city. The General Plan effort could also be directed to specific neighborhood needs, such as the Crawford Village area (which we have already programmed for study). For estimating purposes, approximate full-time salary and benefits of an Assistant Planner is used: \$22,000

(or if a thirty-two hour week is assumed, 80% salary and full benefits) \$19,000

Consequences: About 2% of the Housing and Community Development budget would be devoted to Comprehensive Planning rather than to direct project expenditures. However, projects listed in next year's budget would not be materially affected, as most of the amount proposed could be covered by funds marked for Program Administration. Presumably, a budget amendment would have to be approved by HUD.

II. INCREASE REVENUE FROM FEES FOR SERVICES PROVIDED

A. Increase fees for use permits, rezonings, and other major Planning Commission items (approximately 3 times present level)	\$20,000
B. Set new fees for minor Planning Commission items and minor counter approvals (not now charged for)	4,500
C. Increase variance and Zoning Administrator fees (approximately 2 times present levels)	3,500
D. Increase fees for initial environmental review (2 times present level)	2,500
E. Set new fees for Design Review (not now charged for)	26,000
	<hr/>
Total estimated new revenue	\$56,500

Consequence: Overall, revenues from the increased fees would be about five times 1977 levels. The above estimate is gross and a more detailed schedule would have to be developed. By keeping fees for minor variances, use permits, etc. relatively low, we could avoid burden on homeowners, small home builders, and developers of small business properties. Larger projects could pay on a higher scale. New fees would be established for design review and assorted actions for which no fees are now charged. In general, greater equity would result from the change of fees for all processing and on charging fees relative to the size of the project. Somewhat higher costs would be placed on development, but principally on non-residential projects. Our current fees were set three years ago. They tend to be lower than other communities. Walnut Creek now bills on the basis of staff hours spent on each matter. Both Walnut Creek and Pleasant Hill charge for design review.

Increase revenue from fees by another increment; for example, an increase equal to 50% of the increase shown in alternatives A. - E. above. \$28,000

Consequences: This would result in a total increase of approximately \$84,000 over the approximately \$15,000 collected in this past year. The higher the increases the greater the opposition, but also the greater ability to maintain present service levels. With almost \$100,000 in fee revenues the four Development Division positions paid from the General Fund would be approximately 90% self-sustaining. Some additional staff costs are defrayed by income from time-billing on full Environmental Impact Reports.

III. REDUCTION OF PERSONNEL

A. Eliminate CETA contributions:

Two assistant planners and one secretary-clerk would be lost: \$32,000

Consequences: Development Division staff would be reduced from 6 to 4. This would probably necessitate shifting staff time from the Plans & Policies Division (which will also be diminished by the termination of two CETA VI project positions).

B. Eliminate regular Senior Clerk position \$14,000

Consequences: Increased burden (reception, telephone, notices, fee collection, etc.) on secretary and professional staff. Some slack could be taken up by word processing.

C. Eliminate one regular Assistant Planner position (assuming 32 hour week @ 80% salary plus full benefits. \$19,000

Consequences: Depends in part on which other alternatives are selected. If one position is assigned to the H.C.D. budget as suggested above, then the elimination of this position would cut into the Development division, probably eliminating one of the two people responsible for coordinating services to the Design Review Board and Planning Commission. If the H.C.D. approach is not chosen, then this would probably eliminate the latest position established, the Assistant Planner in the Plans and Policies Division. In either case, work would have to be re-scheduled and re-assigned and the net effect would be reduction in our ability to maintain the "process" described in the introductory remarks.

D. Eliminate a second regular Assistant Planner position (same basis as C. above) \$19,000

Consequences: At this point the operation would be seriously impaired in terms of ability to perform essential tasks. There would be delays in processing zoning matters, subdivision map reviews, and building permits. Efforts to streamline the operation and expedite the handling of these matters would be thwarted by our inability to provide a policy framework for decision making. We would be faced with diminished capability at a time when the state is increasingly putting additional burdens on us. For example, AB 884 would require action on all applications within 12 months. This suggests that we will be required to accelerate the rate at which we handle applications.

The following tables compare our current level of staffing with one possible result of the cuts discussed above, assuming that CETA would be eliminated also.

Current Staffing

Development Division:

Senior Planner
Associate Planner
Assistant Planner (2)
Assistant Planners - CETA (2)

Plans & Policies Division:

Senior Planner
Associate Planner
Assistant Planner
Planning Aides - CETA (2)

Minimal Staffing

Development Division

Senior Planner
Associate Planners (2)
Assistant Planner

Plans & Policies Division

Senior Planner
Assistant Planner - (HCD)

Under this example, the Development Division would be reduced from 6 to 4 and the Plans and Policies Division would be reduced from 5 to 2 (only 1 to be paid out of the General Fund).

ADMINISTRATIVE SERVICES DEPARTMENT

Administrative Division

This office concurs with the department in the cuts that are discussed in their report. There will be a harmful consequence in that the city will be less capable of performing adequately in such areas as Affirmative Action, safety program, workers' compensation and unemployment insurance. This loss will not be apparent in the short term, but it will show up as time progresses.

Purchasing

The Purchasing service is by definition a response to the needs of the other departments of the city. It can do nothing to control the volume of work that must be done. This office has concurred in the reductions proposed. In some measure, this will be possible because of the anticipated reductions in the activity levels of other departments. However, in my opinion, the cuts go beyond this point and sacrifice efficient purchasing processes which will have the effect of increasing our costs for goods and reducing administrative control to a critical level.

Duplicating Service

This function also exists to serve the need of other operations. It also has no control over its work volume. You will note that a major saving is proposed from the eliminating of services to affiliated organizations. While this is a clear saving to the city, it will probably have a crippling effect upon these community groups and their programs. Another of their saving proposals will result in a reduction of the quality level of material produced in the printing office. This is tolerable, but it will be negative in terms of the quality image that this city has striven to present.

Despite the adverse consequences, this office finds it necessary to suggest additional reductions to offset Jarvis-Gann. It is proposed to reduce services to one multilith operator, eliminating two additional positions. If this is done, the other departments will have to severely restrict their work requests, despite the consequences. If they do not, or cannot, costs of contractual duplicating services would exceed any savings realized.

City Clerk

The functions of this office are related in part to the requirements of law and in part to the directions and the policies of the City Council. There is no opportunity to avoid those costs associated with legal requirements. Therefore, much of the cut proposed relates to policies of the City Council directing maximum notice to citizens of the City on issues before the Council. The other major saving proposed is the elimination of the property records maintenance function. There will be an adverse consequence in other departments from the elimination of this service. As often as planners, engineers or administrators have need for accurate parcel information, we will have to go to the county offices in Martinez at considerable additional expense.

Records Management

This office concurs that there should be no cut in the Word Processing Center operation since this function will receive a much heavier burden as a result of reductions in clerical services in other departments. The reduction in the records management program will be tolerable in the short term but will have a cumulative negative impact over a period of time. With the help of the CETA program we have come a long way towards getting our records in order for the first time in this City's history. Much of that gain will become a loss if the filing system is not administered adequately.

Personnel Services

The reductions that are proposed by the department are concurred in by this office. There will be a serious loss in the quality and the reliability of our recruiting and hiring activities. This entails risk to the City in terms of liability and workers' compensation exposures, as well as risks in quality of performance of employees. This office has disagreed with the department's suggestion that the CETA position which administers the CETA program can be eliminated. Having reviewed the proposals from all other departments, it appears likely that a number of CETA positions will remain and if this is true, this CETA position should be retained so that we may accomplish the administrative functions that are necessary at the primary expense of the CETA program.

Emergency Preparedness

This office concurs in the proposals made by the department. You will note that the saving is slight (\$1,800) and yet, in my judgment, it has to be considered. It is easy to agree to eliminating budget in programs for emergency preparedness. It is certainly possible that we will never have an emergency and if so, these expenses will be unnecessary. This office has argued for many years that it would be imprudent to eliminate the emergency preparedness program and we suggest there could be very unfortunate consequences if these reductions are put into effect.

ADMINISTRATIVE SERVICES
DEPARTMENTAL PROGRAM WORKSHEET

Account	1978-79 Budget	GENERAL FUND BUDGET REDUCTION				Positions Remaining Reg. CETA	
		Dept. Report	City Manager	Positions Lost Reg. CETA			
30: Administration	\$ 72,000	\$ 3,000 (p.44)	\$ 3,000 (p.32)	-	-	2	-
31: Purchasing	74,000	14,000 (p.46)	14,000 (p.32)	-	4	2	1
33: Duplicating Services	131,000	37,000 (p.48)	67,000 (p.32)	1	1	1	-
34: City Clerk	85,000	10,000 (p.50)	10,000 (p.33)	-	-	4	1
35: Elections	600	- (p.53)	-	-	-	-	-
36: Records Management	60,000	14,000 (p.55)	14,000 (p.33)	1	-	1	4
37: Personnel Services	111,000	36,000 (p.57)	23,000 (p.34)	1	1	3	1
300: Emergency Preparedness	2,000	1,800 (p.60)	1,800 (p.34)	-	-	-	-

ADMINISTRATIVE SERVICES DEPARTMENT

1978 - 79 Budget Forecast

UNIT - ADMINISTRATIVE SERVICES	SUMMARY OF HISTORICAL INFORMATION			ESTIMATED
	Original Adopted Budget			REQUIREMENTS
	1975-1976	1976-1977	1977-1978	1978-1979
30 Administration	\$ 54,563	\$ 62,357	\$ 68,820	\$ 72,361
31 Purchasing	44,909	46,433	53,142	74,000
33 Duplicating Services	97,132	124,019	114,659	131,000
34 City Clerk	60,378	72,837	81,955	84,944
35 Elections	18,645	300	29,466	600
36 Records Management	45,295	46,257	53,844	59,907
37 Personnel Services	87,137	91,080	96,885	111,090
300 Emergency Preparedness	<u>3,711</u>	<u>2,830</u>	<u>3,050</u>	<u>2,450</u>
TOTAL ADMINISTRATIVE SERVICES	<u>\$411,770</u>	<u>\$446,113</u>	<u>\$501,821</u>	<u>\$536,352</u>
Number of Employees:				
Regular	<u>15</u>	<u>16</u>	<u>16</u>	<u>16</u>
CETA	<u>8</u>	<u>5</u>	<u>10</u>	<u>10</u>

Part-Time Hours	<u>6560</u>	<u>6165</u>	<u>6010</u>	<u>6640</u>

DEPARTMENTAL OPERATIONS OVERVIEW

The Administrative Services Department provides specialized services to the public and also staff/support services for all the other departments of the City government. The Department units and their activities are described as follows:

- 1) ADMINISTRATION -- directs the various units of the Department and provides certain special services. The department head is designated as Personnel Director, Safety Coordinator, Emergency Preparedness Coordinator, Retirement Board Secretary; and to Chair the Affirmative Action, Electronic Data Processing, and Training Steering Committees and the Management Negotiating Team. Administration and counseling about employee benefits is centralized in a specialized position of Benefits Coordinator, who also prepares drafts and revisions of City-wide Policy & Procedure statements.

Staff: Full-Time

- 1 - Director of Administrative Services & Labor Relations
- 1 - Benefits Coordinator

Processing of employee grievances and appeals, and complaints from applicants regarding alleged discrimination, have been on-going activities of this office. The issue of creating a Representation Unit for Limited Service employees has

ADMINISTRATIVE SERVICES DEPARTMENT - 1978-79 Budget Forecast

required considerable attention. Discussions continue with representatives of the Police Association regarding the Police Professionalization Program and with representatives of the Employees' Association regarding personnel procedures. Soon the process will start with Public Employees' Union, Local No. 1 to consider changes to our Memorandum of Understanding which is coming to the end of its two-year term.

Personal contacts with injured or disabled employees and insurance representatives absorb a lot of the Benefits Coordinator's time. Efforts to return recuperating employees to modified duties are working but require the coordination and cooperation of doctors, insurance companies, supervisors, and employees.

Changes in workers' compensation legislation will increase its cost. AB 155 relating to cumulative trauma claims was effective 1/1/78. This bill restricts cumulative injury claims filed after that date to the four-year period preceding the date of injury. Previously, we have been able to involve our former workers' compensation insurance carrier, State Compensation Insurance Fund, for a large portion of the expenses involved in a cumulative trauma claim. The passage of AB 155 eliminates our ability to do this. Minimum temporary disability benefits have been increased and we expect medical and legal expenses involved with work injuries to continue to increase. Since the City is self funded for workers' compensation benefits, this will have a direct effect on our program.

AB 644 put the City into the Unemployment Compensation business as of January 1978. The cost for the first two years will be .8% of gross payroll. Future increases/decreases will reflect our experience in managing this new mandated benefit. The potential liability of the City is significant due to our expensive use of Limited Service employees. To cope with this situation, we have begun an exit interview program, provided supervisory training, and will be increasingly involved in dealing with claims charged to the City's account.

The next twelve months will be a critical period for the Retirement Design Committee. This group has been working to propose an alternative to Social Security, since the decision to withdraw from Social Security must be finalized in the Spring of 1979. Both members of this office attend the regular meetings of the Committee to provide resource and staff support service to the Committee.

The coordination of the City's policies, procedures, and directives has been assigned to this office. A major effort has already been implemented and supplies secured to consolidate manuals, up-date documents, and simplify the administration of this basic management information control system. Presently there are 106 Policies & Procedures or Administrative Directives in the system. This project is expected to extend well into the coming fiscal year.

- 2) PURCHASING -- procures a variety of materials, equipment, and services as required by the various departments and divisions; handles the disposal of surplus equipment; and stores materials and supplies which are used repetitively by various departments, with the majority of the stock being parts for the repair of vehicles. The Purchasing Agent also supervises the Duplicating Services Section.

ADMINISTRATIVE SERVICES DEPARTMENT - 1978-79 Budget Forecast

Staff: Full-Time

- 1 - Purchasing Agent
- 2 - Buyers (1 CETA)
- 1 - Secretary Clerk (CETA)
- 1 - Equipment Maintenance Lead Storekeeper (CETA)
- 2 - Equipment Maintenance Storekeepers (CETA)

A major change in Purchasing was the assignment of the storeroom functions from Public Works to Purchasing.

During 1977, the Purchasing Division issued over 4,700 orders, an increase exceeding 20% in comparison to 1976.

A study of warehouse procedures is under way to minimize stock-outs, establish better control of materials stocked, and to seek lower costs.

A fastener contract (nails, screws, bolts, etc.) has been established with supplies located at the storeroom, Willows Theatre, electric shop, and carpenters shop, thereby minimizing stock-outs at these various locations and achieving lower prices.

A study of office supplies is under way with the expectation of establishing a system contract with the successful bidder which will minimize the City stock, provide lower prices, and have the costs of supplies charged to each applicable department.

Other similar cost-benefit studies of high volume commodities will be initiated during the next budget year.

A desk calculator, replacement typewriter, and some storeroom equipment is needed.

- 3) DUPLICATING SERVICES -- provides quick copying and offset duplicating service and allied paper processing; such as composition and plate making, collation and binding, trimming, punching, addressing, and folding. Certain stationery supplies are stocked and issued to other departments as needed.

Staff: Full-Time

- 1 - Duplicating Services Supervisor
- 1 - Senior Offset Duplicating Machine Operator
- 1 - Word Processing/Composing Typist (CETA)

Limited Service

- 1 - Offset Duplicating Machine Operator
- 1 - Office Clerk
- 2 - Student Workers
- 2 - NYC Workers (as available)

The duplicating impression count is up by 100,000 per month over last year. Such a continued growth trend will require additional funding for paper and supplies over and above anticipated inflationary price increases.

ADMINISTRATIVE SERVICES DEPARTMENT - 1978-79 Budget Forecast

Planning and organizing work flow has helped but not eliminated a back-log of work requests. Priority is given to all dated materials, which leaves forms and other common documents waiting for available machine time.

Work performed for the Pavilion and work requiring special paper, large quantities, or other unusual cost details are job costed to the originating department for funding.

A used folder was acquired during the year. It tripled our folding speed, which increased our productivity. Other production equipment appears to be in good shape, except for the vacuum exposure frame which needs to be replaced.

- 4) CITY CLERK -- performs statutory and administrative functions as Clerk to the City Council; serves as Secretary to the Redevelopment Agency; is custodian of the City's official records, and supplies information from such records; acts as Deputy Registrar of Voters; is in charge of municipal and annexation elections, required disclosure filings, Municipal Code amendments, and the telephone information center for the City.

Staff: Full-Time

- 1 - City Clerk
- 1 - Deputy City Clerk/Clerk of Council
- 1 - Secretary Clerk
- 1 - Receptionist Clerk
- 1 - Senior Clerk (CETA)

Limited Service

- 1 - Senior Clerk
- 1 - Account Clerk I

The reissuance of the Municipal Code project is currently under way and supplies funded in this year's budget. No additional funds will be necessary to complete the project, assuming word processing and duplicating services are available at the present level.

- 5) ELECTIONS -- all municipal elections, including annexation elections, are the Statutory responsibility of the City Clerk as indicated above.

Staff: None

1979 is not a municipal election year; however, a modest budget allowance is in order for the possibility of two annexation elections.

- 6) RECORDS MANAGEMENT -- administers a records retention and destruction system for the City's inactive records; provides interoffice mail and messenger services, including the receipt and dispatch of U.S. Mail; works with originating departments on forms design and control; and provides a centralized dictation/transcription and word processing service.

ADMINISTRATIVE SERVICES DEPARTMENT - 1978-79 Budget Forecast

Staff: Full-Time

- 1 - Office Services Supervisor
- 1 - Senior Clerk
- 2 - Office Clerks (CETA)
- 2 - Word Processing/Composing Typists (CETA)

Limited Service

- 1 - Word Processing/Composing Typist

The Word Processing Center was created during the past year. The equipment was acquired, special installation designed and completed, operators trained, users instructed, and service expanded to all departments (except Police) on a scheduled basis. The Center provides daily 24 hour receipt of voice dictation from any touch-tone telephone location. Production of the Center now averages 2376 lines per work day, with a 3 hour turn-around time. The two regular operators are augmented by a part-time operator working on a different shift.

The Records Center is located in the basement of Building C. During the calendar year 1977, 102 boxes of records were stored, 129 boxes were destroyed, 1,000 records retrieved and refiled. Approximately 5 tons of records were moved in and out of the Center. The mechanical lift aided in the movement of these records.

Records are now screened for retention dates prior to storage; however, staff is continuing the project of working with originating departments to dispose of or retain records that had no retention date.

High use records have been moved to open shelf files and building plan folders refiled by street address to conform to the building permit retrieval system.

Space utilization follow-up of overdue records and quantities of records flowing in and out of the Records Center are derived from monthly activity reports.

Non-essential material has been removed from the walk-in vault in Building C (Vital Records Center) and vital or archival records moved from the basement to the vault. An inventory of such records is maintained.

The mail/messenger service made over 21,000 service stops during the year. 314,832 pieces of mail were processed at a postage cost of \$46,973. Approximately 283,000 pieces were processed at bulk mail rate (a \$15,566 savings over 1st class postage). Pavilion postage costs were \$8,000.

During 1977, 247 forms were processed....an average of 1 a day. This included 104 new forms, 121 revisions, and 22 which were eliminated. Currently, there are 862 registered forms, exclusive of the Police Department. All non-registered forms sent to Duplicating Services are returned to the Records Management staff for forms control review.

The Records Management program and staff have been changed rather markedly during this past year. We expect that many programs which were begun during the past year will continue in the fiscal year 1978-79, such as the appraisal, destruction, or storage of unscheduled records in the Center; moving more of the high

ADMINISTRATIVE SERVICES DEPARTMENT - 1978-79 Budget Forecast

use stored records into open shelf filing or selected space positions for less cumbersome retrieval and less wear and tear on the records; training new employees in the activities of the Records Center; instructing other departments in recognizing the value of a records; continuing to improve the records index by using more functional and standard titles and cross-referencing; verifying contents of stored boxes; instructing other departments in the preparation of bulk mail and other methods to cut postage costs.

With the addition of the Word Processing Center to this Division, there will continue to be instruction provided to all departments in the use of the Central Dictation System and the Word Processing applications and training operators for backup.

During the next fiscal year, meetings will be held with records representatives on forms control. Forms will be audited by department to eliminate obsolete forms. A master index of form numbers and titles will be updated, and a list published for use by all departments.

Manually posting entries of Council, Boards, and Commissions actions by parcel number will be phased out. This information will be combined with other parcel information on the computer.

Some addition and strengthening of the metal shelving in the Records Center is needed plus a smoke alarm system. Acquisition of a mechanical letter opener will provide a more efficient mail operation.

- 7) PERSONNEL SERVICES -- administers the personnel merit system as established by the City Council in the Municipal Code and Personnel Rules including recruitment, examination, classification, and salary plan administration; administers or provides technical assistance for a variety of mandated programs impacting upon personnel administration; serves as the Executive Secretary to the advisory Personnel Board; processes personnel transactions and maintains the official employee files; provides CETA program administration; and performs analytical studies and makes recommendations regarding personnel matters.

Staff: Full-Time

- 1 - Director of Personnel Operations
- 1 - Personnel Analyst II
- 1 - Personnel Analyst I (CETA)
- 1 - Personnel Secretary
- 1 - Senior Clerk-Personnel
- 1 - Office Clerk (CETA)

Limited Service

- 1 - Examination Proctor

During calendar year 1977, employment with the City averaged 500 full-time employees (including CETA) and 251 Limited Service employees. On the average there were 12 full-time and 44 Limited Service employees hired each month. The Personnel Services Division processed 2036 personnel transactions during the year which includes the hiring and all other official actions involved in the maintenance of the work force. The Division completed 63 organization/classification studies, and processed 3464 applications in the 116 recruitment

ADMINISTRATIVE SERVICES DEPARTMENT - 1978-79 Budget Forecast

or examination efforts concluded during 1977 (including the CETA hiring). Such efforts included out-reach recruitment to support the affirmative action goals of the City. Of the 3199 persons recruited, 1006 were found eligible for appointment and were distributed as follows:

	<u>White</u>	<u>Black</u>	<u>Hispanic</u>	<u>A-A</u>	<u>A-I</u>
Men	509	30	55	31	13
Women	291	25	22	11	14

The Personnel Services Division has followed through with a number of changes recommended by the Affirmative Action Steering Committee to remove systemic barriers to equal employment opportunity.

Moving to adoption this Spring is the long awaited Uniform Selection Guidelines that the Federal Government expects to enforce on all employers. The staff has attended technical training courses in anticipation of these new standards.

The Comprehensive Employment & Training Act (CETA) program represents 34% (169 positions) of the full-time work force. This requires careful attention locally to comply with the changing nature of this significant program. Also, staff time is devoted to the County-wide operation where the Director of Personnel Operations serves as Vice-Chairperson of the County's Manpower Advisory Commission....and Chairs its Executive Committee.

The Contra Costa Cities Training Consortium has emerged as an effective way to provide job related training at a very attractive price. The programs are provided locally by the Intergovernmental Management Development Institute (IMDI). The Personnel Services Division coordinates this program within the City. Reaction from those who have attended has strongly supported the continuance of this program.

Maintenance of the work force involves introducing replacement employees to City employment. A meaningful orientation program (for both new and current employees) can make them better informed, committed, and dedicated employees. Such a program is being followed but needs the support of visual aids and reinforcement reminders to help a person assimilate and come to understand a vast amount of information in a short time span. Funds to secure the visual aid equipment and professional assistance in developing an effective introductory program would be a sound investment.

Concord has participated with four other cities in joint recruitment and examination for Police Officers. For several reasons, we do not intend to continue as a participant in this joint venture. A part of the cost previously associated with the joint project with other cities could be better utilized to support an assessment center type examination for one of our more critical selections. Although much more extensive and costly than the usual merit system examination, the assessment center approach is more fundamentally sound and enjoys a wider acceptance than the typical test. We intend to do more of the assessment center type testing as appropriate for the job to be filled and as funds are available.

ADMINISTRATIVE SERVICES DEPARTMENT - 1978-79 Budget Forecast

- 8) EMERGENCY PREPAREDNESS -- provides a point of contact for the emergency preparedness organizations of the County, State, and Federal governments and other entities. The program encourages the development of readiness capability for the management of a community disaster.

A military reserve officer has recently been assigned to the City under the Mobilization Designee (MOBDES) program. His reserve duty training time will be to assist in our emergency preparedness activities. He will assist in the development of an emergency operation manual, up-dating of the City's emergency operation plan, and the design and development of the emergency operations command center in the Police Department.

The Estimated Requirements for fiscal year 1978-79 for the Administrative Services Department contemplates continuance of existing levels of service without staff or program expansion. These estimates include increases expected due to inflationary pressures.

The figures used in the following estimates of phase-down savings also take into account anticipated inflationary increases. In developing priorities and potential savings from phasing-down operations of the Department, a basic assumption has been used. The assumption is that the employment level of the overall organization will be reduced by one third. That assumption may or may not be accurate, but for planning purposes it at least provides a foundation for the Department staff to present to the Council our considered opinion regarding the consequences, relative value, and priorities for phasing-down or eliminating certain operations.

ADMINISTRATIVE SERVICES DEPARTMENT

ADMINISTRATION (Account 30)

SUMMARY OF HISTORICAL INFORMATION

		Original Adopted Budget		
		<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
100	Personnel Services	\$ 42,904	\$ 48,150	\$ 51,400
200	Materials & Supplies	7,690	7,300	8,340
300	Fixed Charges	6,220	6,907	8,715
400	Capital Equipment	<u>600</u>	<u>-</u>	<u>365</u>
	TOTALS	<u>\$ 57,416</u>	<u>\$ 62,357</u>	<u>\$ 68,820</u>
Number of Employees:				
	Regular	<u>2</u>	<u>2</u>	<u>2</u>
	CETA	<u>0</u>	<u>0</u>	<u>0</u>

	Part-Time Hours	<u>0</u>	<u>0</u>	<u>0</u>

SUMMARY OF PROGRAMS AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

	<u>Program Costs</u>	<u>Maximum Reductions</u>
1) General Administration *	\$10,655	\$ 1,000
2) Labor Relations	17,632	710
3) Personnel Director	8,826	-
4) Affirmative Action	4,682	300
5) Safety	4,842	295 **
6) Training	4,217	- **
7) EDP Steering Committee	844	-
8) Benefit Administration	<u>20,663</u>	<u>200</u>
Total Estimated 1978-79 Requirements	<u>\$72,361</u>	
Total Reductions - All Alternatives		<u>\$ 2,505</u>

* Includes administration time of Emergency Preparedness Program (Account 300).

** See pg 27-28 for additional potential reductions in Miscellaneous & Fixed Expenses (Account 1-400).

ADMINISTRATIVE SERVICES DEPARTMENT

ADMINISTRATION (Account 30)

PROGRAM REDUCTION ALTERNATIVES

		REDUCTION			Budget Savings
		Employment			
		Reg.	CETA	P/T Hrs	
1)	<u>General Administration</u>				
	<u>Alt. A</u> -- Reduce the number of management and labor relations subscriptions and information resources. Rely on League of Calif. Cities bulletins to provide needed info.				\$ 1,000
	<u>Alt. B</u> -- Limit attendance to one conference and eliminate membership dues and attendance at meetings of various professional organizations.				710
2)	<u>Labor Relations</u>				0
3)	<u>Personnel Director</u>				0
4)	<u>Affirmative Action</u>				
	<u>Alt. A</u> -- Elimination of dues and conference of California Association of Affirmative Action Officers				300
5)	<u>Safety *</u>				
	<u>Alt. A</u> -- Elimination of subscription, dues, and meetings of safety organization				295 *
6)	<u>Training *</u>				*
7)	<u>EDP Steering Committee</u>				0
8)	<u>Benefit Administration</u>				
	<u>Alt. A</u> -- Eliminate dues, meetings, & training in Workers' Comp & Unemployment Compensation				200
MAXIMUM REDUCTIONS		<u>0</u>	<u>0</u>	<u>0</u>	<u>\$ 2,505</u>

* See pg 27-28 for potential reductions in Miscellaneous & Fixed Expenses (Account 1-400).

ADMINISTRATIVE SERVICES DEPARTMENT

PURCHASING (Account 31)

SUMMARY OF HISTORICAL INFORMATION

		<u>Original Adopted Budget</u>		
		<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
100	Personnel Services	\$ 33,295	\$ 37,020	\$ 39,990
200	Materials & Supplies	3,435	2,435	3,950
300	Fixed Charges	6,529	6,978	8,162
400	Capital Equipment	<u>1,650</u>	<u>-</u>	<u>1,040</u>
	TOTALS	<u>\$ 44,909</u>	<u>\$ 46,433</u>	<u>\$ 53,142</u>
Number of Employees:				
	Regular	<u>2</u>	<u>2</u>	<u>2</u>
	CETA	<u>1</u>	<u>1</u>	<u>2 *</u>

	Part-Time Hours	<u>0</u>	<u>80</u>	<u>80</u>

SUMMARY OF PROGRAMS AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

	<u>Program Costs</u>	<u>Maximum Reductions</u>
1) Administration	\$ 6,000	-
2) Purchasing	57,000	\$ 8,000
3) Stores	<u>11,000</u>	<u>6,000</u>
Total Estimated 1978-79 Requirements	<u>\$74,000</u>	
Total Reductions - All Alternatives		<u>\$14,000</u>

* An additional three CETA employees were added during the year when Parts/Stores transferred to Purchasing from Corporation Yard Shop.

ADMINISTRATIVE SERVICES DEPARTMENT

PURCHASING (Account 31)

PROGRAM REDUCTION ALTERNATIVES

	REDUCTION			Budget Savings
	Employment			
	Reg.	CETA	P/T Hrs	
1) <u>Administration</u>				
2) <u>Purchasing</u>				
<u>Alt. A</u> -- Cut back buying and stores services Establish a combination Buyer-Storekeeper position.		1		\$ 5,600
<u>Alt. B</u> -- Eliminate buying expediting and miscellaneous services. Establish a Buyer-Secretary Clerk position.		1		2,900
3) <u>Stores</u>				
<u>Alt. A</u> -- Eliminate full coverage in storeroom and some pick-up and other services provided.		1		2,650
<u>Alt. B</u> -- Eliminate centralized receiving, deliveries, and pick-up service. Minimize stock. Using departments would do their own pick-up and storing.		1		2,850
MAXIMUM REDUCTIONS	0	4	0	\$14,000

ADMINISTRATIVE SERVICES DEPARTMENT

DUPLICATING SERVICES
(Account 33)

SUMMARY OF HISTORICAL INFORMATION

		Original Adopted Budget		
		<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
100	Personnel Services	\$ 36,669	\$ 38,920	\$ 41,580
200	Materials & Supplies	52,400	53,896	58,893
300	Fixed Charges	6,113	6,373	6,906
400	Capital Equipment	<u>1,950</u>	<u>24,830</u>	<u>7,280</u>
	TOTALS	<u>\$ 97,132</u>	<u>\$124,019</u>	<u>\$114,659</u>
Number of Employees:				
	Regular	<u>2</u>	<u>2</u>	<u>2</u>
	CETA	<u>2</u>	<u>1</u>	<u>1</u>

	Part-Time Hours	<u>3115</u>	<u>2935</u>	<u>2860</u>

SUMMARY OF PROGRAMS
AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

	<u>Program Costs</u>	<u>Maximum Reductions</u>
1) Duplicating and Allied Services	\$97,000	\$20,000
2) Office Supplies	25,000	8,000
3) Convenience Copier	4,700	4,700
4) Composition	<u>4,300</u>	<u>4,300</u>
Total Estimated 1978-79 Requirements	<u>\$131,000</u>	
Total Reductions - All Alternatives		<u>\$37,000</u>

ADMINISTRATIVE SERVICES DEPARTMENT

DUPLICATING SERVICES (Account 33)

PROGRAM REDUCTION ALTERNATIVES

		REDUCTION			Budget Savings
		Employment			
		Reg.	CETA	P/T Hrs	
1)	<u>Duplicating and Allied Services</u>				
	<u>Alt. A</u> -- Reduce the amount of duplicating work done for groups or organizations not directly related to City operations.				\$ 3,000
	<u>Alt. B</u> -- Reduction in jobs involving special purchase of paper or unusual processing				2,000
	<u>Alt. C</u> -- Reduction in paper and supplies for printed material.				15,000
2)	<u>Office Supplies</u>				
	<u>Alt. A</u> -- Estimated reduction of stationary and office supplies caused by staff reduction by 33%.				8,000
3)	<u>Convenience Copier</u>				
	<u>Alt. A</u> -- Eliminate supplies and the AM 5000 convenience copier now located in Civic Center Building B (Public Works).				4,700
4)	<u>Composition</u>				
	<u>Alt. A</u> -- Eliminate CETA person, supplies, and equipment service relating to preparing composition and layout for duplicating work.		1		4,300
	MAXIMUM REDUCTIONS	0	1	-	\$37,000

ADMINISTRATIVE SERVICES DEPARTMENT

CITY CLERK (Account 34)

SUMMARY OF HISTORICAL INFORMATION

		Original Adopted Budget		
		<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
100	Personnel Services	\$ 48,440	\$ 58,200	\$ 64,120
200	Materials & Supplies	3,200	3,732	3,990
300	Fixed Charges	8,338	10,595	12,745
400	Capital Equipment	<u>400</u>	<u>310</u>	<u>1,100</u>
	TOTALS	<u>\$ 60,378</u>	<u>\$ 72,837</u>	<u>\$ 81,955</u>
Number of Employees:				
	Regular	<u>4</u>	<u>4</u>	<u>4</u>
	CETA	<u>1</u>	<u>0</u>	<u>1</u>

	Part-Time Hours	<u>1505</u>	<u>1600</u>	<u>1520</u>

SUMMARY OF PROGRAMS AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

	<u>Program Costs</u>	<u>Maximum Reductions</u>
1) Council/Agency Activities (preparation and distribution of agenda, minutes, and record of proceedings)	\$ 32,965	\$ 4,356
2) Process Council/Agency follow-up	12,360	3,228
3) Post, publish, mail public notices	5,717	-
4) Operate Centrex & maintain Central Info Service	4,210	-
5) Maintain Council/Agency records (classify, index, file, purge)- sustained by part-time help	8,315	-
6) Maintenance & distribution of Municipal Code	1,542	200
7) Maintain political filings	1,000	-
8) Appraise Council/Agency records for retention and/or destruction (CETA funded)	159	-
9) Other Activities (research for staff and public, voter registration, process tax cancellations, maintain property record books, prepare & frame commendations & proclamations, maintain suspense system for other depts regarding insurance coverage & expiring Council agreements, process claims, general administration)	<u>18,676</u>	<u>2,575</u>
Total Estimated 1978-79 Requirements	<u>\$ 84,944</u>	
Total Reductions - All Alternatives		<u>\$10,359</u>

ADMINISTRATIVE SERVICES DEPARTMENT

CITY CLERK

(Account 34)

PROGRAM REDUCTION ALTERNATIVES

Many of the functions of the City Clerk's office are mandated by State and Municipal law and as such, must be carried out. Program cut-backs in other departments will not directly affect the activities of this office. The following suggested alternatives are proposed in connection with non-mandated activities.

REDUCTION			
<u>Employment</u>			<u>Budget</u>
<u>Reg.</u>	<u>CETA</u>	<u>P/T Hrs</u>	<u>Savings</u>

1) Council/Agency Activities

Alt. A -- Reduce operational expense.

Eliminate non-fee mailing services for agenda and minutes and eliminate preparation and distribution of annotated agenda.

\$ 4,356

IMPACT: Council/Agency agenda are currently mailed to individuals with items on the agenda (other than public hearings) and to a non-fee subscriber list of 82 persons. Elimination of this service might affect the City in terms of public relations; however, free agenda are available in the Public Library and City Clerk's office. Citizens with items on the agenda could be notified by phone thereby reducing mailing costs, staff time and paper waste. In addition, elimination of the annotated agenda would have minimal effect. Staff would have to contact the Clerk's office for information relating to Council action.

2) Process Council/Agency Follow-Up

Alt. A -- Reduce operational expense.

Eliminate mailing copies of resolutions, ordinances, agreements and advice letters to interested citizens and staff.

\$ 3,228

IMPACT: Staff time and mailing costs would be reduced. Citizens and staff would have to contact the City Clerk's office for information relating to Council action. The City Clerk's staff would be called upon to spend more time in research and provide more info via telephone. Unnecessary duplication of Council files in other departments would be eliminated. We could be criticized for not keeping the public informed.

ADMINISTRATIVE SERVICES DEPARTMENT - PROGRAM REDUCTION ALTERNATIVES

CITY CLERK (continued)

	REDUCTION			Budget Savings
	Employment			
	Reg.	CETA	P/T Hrs	
3) <u>Post, Publish, Mail Public Notices</u>				0
4) <u>Operate Centrex & Maintain Central Info Service</u>				0
5) <u>Maintain Council/Agency Records</u>				0
6) <u>Maintenance & Distribution of Municipal Code</u>				
<u>Alt. A</u> -- Limit distribution. Provide one copy of the Code to each department with the exception of the Police Dept. to reduce multiple distribution costs.				\$ 200
IMPACT: Delay in response to questions from the public. Inconvenience to staff members.				
7) <u>Maintain Political Filings</u>				0
8) <u>Appraise Council/Agency Records for Retention/Destruction</u>				0
9) <u>Other Activities</u>				
<u>Alt. A</u> -- Eliminate framed proclamations and commendations, except those having "significant" value.				200
IMPACT: Insignificant				
<u>Alt. B</u> -- Eliminate maintenance of suspense system for insurance certificates & expiring Council contracts.				175
IMPACT: Danger of liability to City if operating under expired contracts or improper insurance coverage.				
<u>Alt. C</u> -- Eliminate maintenance of property record books. Map books are currently kept up-to-date to reflect new annexations to the City, new streets, easements, etc.				375 2,200
IMPACT: Planning, Public Works and the Corp Yard rely on this service for accurate up-to-date info. Also, by maintaining the map books escaped assessments are discovered annually when compared with new assessment roll. In 1977 \$500,000 in escaped assessments was discovered by the part-time person handling this assignment. This year a \$100,000 loss was discovered.				
MAXIMUM REDUCTIONS				0 0 375 \$10,359

ADMINISTRATIVE SERVICES DEPARTMENT

ELECTIONS (Account 35)

SUMMARY OF HISTORICAL INFORMATION

		Original Adopted Budget		
		<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
100	Personnel Services	\$ 1,100	\$ -	\$ 1,170
200	Materials & Supplies	17,545	300	28,296
300	Fixed Charges	-	-	-
400	Capital Equipment	-	-	-
TOTALS		<u>\$ 18,645</u>	<u>\$ 300</u>	<u>\$ 29,466</u>
Number of Employees:				
	Regular	<u>0</u>	<u>0</u>	<u>0</u>
	CETA	<u>0</u>	<u>0</u>	<u>0</u>

	Part-Time Hours	<u>0</u>	<u>0</u>	<u>210</u>

SUMMARY OF PROGRAMS AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

	<u>Program Costs</u>	<u>Maximum Reductions</u>
1) Conduct Municipal Elections (1979 is not a regular municipal election year)	-	-
2) Conduct Annexation Elections	<u>\$ 600</u>	-
Total Estimated 1978-79 Requirements	<u>\$ 600</u>	
Total Reductions - All Alternatives		<u>-</u>

ADMINISTRATIVE SERVICES DEPARTMENT

ELECTIONS (Account 35)

PROGRAM REDUCTION ALTERNATIVES

	REDUCTION		
	Employment		
	<u>Reg.</u>	<u>CETA</u>	<u>P/T Hrs</u>
			<u>Budget Savings</u>
1) <u>Conduct Municipal Elections</u>			0
2) <u>Conduct Annexation Elections</u>			0
MAXIMUM REDUCTIONS	<u>0</u>	<u>0</u>	<u>0</u>

ADMINISTRATIVE SERVICES DEPARTMENT

RECORDS MANAGEMENT DIVISION
(Account 36)

SUMMARY OF HISTORICAL INFORMATION

		Original Adopted Budget		
		<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
100	Personnel Services	\$ 34,845	\$ 36,550	\$ 37,910
200	Materials & Supplies	4,857	3,222	4,825
300	Fixed Charges	5,093	5,885	6,084
400	Capital Equipment	<u>500</u>	<u>600</u>	<u>5,025</u>
	TOTALS	<u>\$ 45,295</u>	<u>\$ 46,257</u>	<u>\$ 53,844</u>
Number of Employees:				
	Regular	<u>2</u>	<u>2</u>	<u>2</u>
	CETA	<u>1</u>	<u>1</u>	<u>2</u>

	Part-Time Hours	<u>1690</u>	<u>1480</u>	<u>1260</u>

SUMMARY OF PROGRAMS
AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

	<u>Program Costs</u>	<u>Maximum Reductions</u>
1) Mail Operation *	\$ 3,919 *	*
2) Records Management	16,272	\$ 100
3) Forms Control	12,502	13,700
4) Word Processing **	<u>27,214 **</u>	<u>250</u>
Total Estimated 1978-79 Requirements	<u>\$59,907</u>	
Total Reductions - All Alternatives		<u>\$14,050</u>

* See pg 27-28 for potential reductions in Miscellaneous & Fixed Expenses (Account 1-400).

** Assumes that CETA continues to fund \$15,093 for maintenance and lease of Word Processing Center equipment.

ADMINISTRATIVE SERVICES DEPARTMENT

RECORDS MANAGEMENT DIVISION (Account 36)

PROGRAM REDUCTION ALTERNATIVES

	REDUCTION		
	Employment		Budget Savings
	Reg.	CETA	P/T Hrs
1) <u>Mail Operation</u> *			
			*
2) <u>Records Management</u>			
<u>Alt. A</u> -- Eliminate dues & meetings of professional organizations.			\$ 100
3) <u>Forms Control</u>			
<u>Alt. A</u> -- Eliminate dues & meetings of professional organizations.			100
<u>Alt. B</u> -- Eliminate Senior Clerk position working primarily in Forms Control, but also assisting with Records Management, Word Processing & Mail Service.	1		13,600
4) <u>Word Processing</u>			
<u>Alt. A</u> -- Eliminate dues & meetings of professional organizations.			250
MAXIMUM REDUCTIONS	<u>1</u>	<u>0</u>	<u>0</u>
			<u>\$14,050</u>

* See pg 27-28 for potential reductions in Miscellaneous & Fixed Expenses (Account 1-400).

NOTE: Rather than propose reduction or elimination of the Word Processing operation, it is proposed that this service be retained....and perhaps expanded. Except for part-time hours of an operator, supervision and proofreading the entire activity is CETA supported. This includes two full-time operators and lease of the equipment.

If faced with substantial staff reduction affecting all departments, it would seem that the production capability of the Word Processing Center would be the best way to sustain the City's ability to cope with the loss of office support personnel.

If the City also lost its CETA support, then there is the potential of increasing personnel costs by \$24,000 to replace the CETA salary and benefits for the two full-time operators, plus the \$15,093 lease payment for the equipment.

ADMINISTRATIVE SERVICES DEPARTMENT

PERSONNEL SERVICES (Account 37)

SUMMARY OF HISTORICAL INFORMATION

		<u>Original Adopted Budget</u>		
		<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
100	Personnel Services	\$ 61,674	\$ 67,600	\$ 72,360
200	Materials & Supplies	14,030	11,790	11,740
300	Fixed Charges	10,227	11,690	12,625
400	Capital Equipment	<u>1,400</u>	<u>-</u>	<u>160</u>
	TOTALS	<u>\$ 87,137</u>	<u>\$ 91,080</u>	<u>\$ 96,885</u>
Number of Employees:				
	Regular	<u>4</u>	<u>4</u>	<u>4</u>
	CETA	<u>2</u>	<u>2</u>	<u>2</u>

	Part-Time Hours	<u>250</u>	<u>70</u>	<u>80</u>

SUMMARY OF PROGRAMS AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

	<u>Program Costs</u>	<u>Maximum Reductions</u>
1) Personnel Board Activities (staff time & supplies)	\$10,497	\$ 200
2) Recruitment and Examination Program (staff time and operational expenses)	29,588	6,874
3) Prepare, Process, & Maintain Personnel Records and Transactions	13,718	6,000
4) Classification and Salary Plan Administration	19,964	4,000
5) Employee Orientation/Training Programs	4,180	1,000
6) CETA Program Administration	17,515	12,500 *
7) Information/Assistance to City Staff/General Public on Personnel Related Matters	<u>15,628</u>	<u>4,961</u>
Total Estimated 1978-79 Requirements	<u>\$111,090</u>	
Total Reductions - All Alternatives		<u>\$35,535</u>

* Assumes lay-off of all CETA employees.

ADMINISTRATIVE SERVICES DEPARTMENT

PERSONNEL SERVICES (Account 37)

PROGRAM REDUCTION ALTERNATIVES

		REDUCTION			Budget Savings
		Employment			
		<u>Reg.</u>	<u>CETA</u>	<u>P/T Hrs</u>	
1)	<u>Personnel Board Activities</u>				
	<u>Alt. A</u> -- Reduction in supplies, printing, meeting expenses.				\$ 200
2)	<u>Recruitment and Examination Program</u>				
	<u>Alt. A</u> -- Reduction in supplies, printing, meeting expenses.				500
	<u>Alt. B</u> -- Reduction in oral board meal expense.				265
	<u>Alt. C</u> -- Reduction of staff attendance at meetings and training activities.				75
	<u>Alt. D</u> -- Reduction in vehicle maintenance and mileage.				250
	<u>Alt. E</u> -- Reduction in classified ads and test material since re-employment from lay- off would have higher priority.				1,400
	<u>Alt. F</u> -- Elimination of participation in test validation studies.				750
	<u>Alt. G</u> -- Eliminate the pre-employment medical exam. This expense would be shifted to the person to be hired as a condition of employment.				3,000
	<u>Alt. H</u> -- Eliminate part-time Examination Proctor position.			80	365
3)	<u>Personnel Records & Transactions</u>				
	<u>Alt. A</u> -- Reduction in supplies & printing.				300
	<u>Alt. B</u> -- Eliminate a Senior Clerk-Personnel position related primarily to maintenance of personnel records and also functions in info service, CETA administration, and employee services.			1	15,000

ADMINISTRATIVE SERVICES DEPARTMENT - PROGRAM REDUCTION ALTERNATIVES

PERSONNEL SERVICES (continued)

	REDUCTION			Budget Savings
	Reg.	Employment CETA	P/T Hrs	
4) <u>Classification & Salary Plan Administration</u>				
<u>Alt. A</u> -- Reduction in office supplies.				\$ 100
<u>Alt. B</u> -- Reduction of staff training and mileage				75
5) <u>Employee Orientation/Training Programs</u>				
<u>Alt. A</u> -- Reduction of office supplies and printing.				100
<u>Alt. B</u> -- Eliminate annual issue of employee handbook.				800
6) <u>CETA Program Administration</u>				
<u>Alt. A</u> -- Eliminate CETA person assigned to coordinate the program.		1		12,500
7) <u>Information/Assistance to City Staff & General Public on Personnel Related Matters</u>				
<u>Alt. A</u> -- Reduction of office supplies and printing.				100
MAXIMUM REDUCTIONS	1	1	80	\$35,780

ADMINISTRATIVE SERVICES DEPARTMENT

EMERGENCY PREPAREDNESS
(Account 300)

SUMMARY OF HISTORICAL INFORMATION

	<u>Original Adopted Budget</u>		
	<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
100 Personnel Services	-	-	-
200 Materials & Supplies	\$ 1,000	\$ 1,150	\$ 1,400
300 Fixed Charges	2,711	1,680	1,650
400 Capital Equipment	-	-	-
TOTALS	<u>\$ 3,711</u>	<u>\$ 2,830</u>	<u>\$ 3,050</u>
Number of Employees:			
Regular	<u>0</u>	<u>0</u>	<u>0</u>
CETA	<u>0</u>	<u>0</u>	<u>0</u>

Part-Time Hours	<u>0</u>	<u>0</u>	<u>0</u>

SUMMARY OF PROGRAMS
AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

	<u>Program Costs</u>	<u>Maximum Reductions</u>
1) Administration/Training/Education	\$ 600	\$ 600
2) Siren Maintenance	1,200	1,200
3) Emergency Phones	<u>650</u>	<u>-</u>
Total Estimated 1978-79 Requirements	<u>\$ 2,450</u>	
Total Reductions - All Alternatives		<u>\$ 1,800</u>

ADMINISTRATIVE SERVICES DEPARTMENT

EMERGENCY PREPAREDNESS
(Account 300)

PROGRAM REDUCTION ALTERNATIVES

		REDUCTION			Budget Savings
		Employment			
		Reg.	CETA	P/T Hrs	
1)	<u>Administration/Training/Education</u>				
	<u>Alt. A</u> -- Reduce participation in training programs and conferences to only those fully reimbursed by State or Federal funds.				\$ 600
2)	<u>Siren Maintenance</u>				
	<u>Alt. A</u> -- Eliminate the ten sirens located throughout the City. In addition to savings of charges by PG&E and PT&T for lines, labor hours for maintenance of locks and poles would be saved.				1,200
3)	<u>Emergency Phones</u>				0
MAXIMUM REDUCTIONS		0	0	0	\$ 1,800

FINANCE DEPARTMENT

Fiscal Administration

This office concurs with the reductions that have been proposed by the department. The statement they have made as to consequence should be repeated for emphasis. Reduction of our effort in the areas of pre-audit, federal and state program administrative review, attention to Pavilion details, and inventory and control of fixed assets is an extremely doubtful undertaking. In any one of these areas we could be faced with consequences that far outweigh the dollars saved. Nonetheless after considering the cuts necessary in other departments because of the Jarvis-Gann loss, I would concur that this reduction should be made.

Accounting

The same comments as have been made for Fiscal Administration apply to the Accounting function. However, having reviewed their proposed savings, I am in disagreement that we can save as much as they have proposed. You will note that my reduction is \$10,000 less than the department's proposal. This essentially relates to the amount of saving that can be accomplished through the CETA program.

Data Processing

This office has reluctantly agreed with the reductions proposed for the Data Processing function. As a consequence, our ability to generate new programs and improve or update existing programs will be severely limited. This will have a cumulative negative effect as time progresses. Aside from the negative impact upon the efficiency of other departments, there is also the factor of reduced benefit from a very expensive piece of equipment to be considered.

FINANCE DEPARTMENT

PROGRAM WORKSHEET

Account	1978-79 Budget	GENERAL FUND BUDGET REDUCTION				Positions Remaining Reg. CETA	
		Dept. Report	City Manager	Positions Lost Reg. CETA			
40: Finance	\$ 500,000	\$113,000 (p.64)	\$103,000 (p.62)	5	4	12	5

MARCH FORECAST FOR 1978-79 BUDGET

FINANCE DEPARTMENT

SUMMARY OF HISTORICAL INFORMATION

		Original Adopted Budget		
		<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
100	Personnel Services	\$249,020	\$270,450	\$273,300
200	Materials & Supplies	47,690	49,830	48,550
300	Fixed Charges	44,865	51,445	55,030
400	Capital Equipment	<u>58,010</u>	<u>73,475</u>	<u>77,505</u>
	Totals	<u>\$399,585</u>	<u>\$445,200</u>	<u>\$454,385</u>
Number of Employees:				
	Regular	<u>17</u>	<u>17</u>	<u>17</u>
	CETA	<u>8</u>	<u>6</u>	<u>9</u>

DEPARTMENTAL OPERATIONS OVERVIEW

The growth in the Finance Department has been primarily through the implementation of the CETA program with the exception of regular full-time employees added prior to CETA availability. Reductions throughout the City in personnel and various programs would reduce volume flow of paperwork, but not materially impact on the workload of the Finance Department and Data Processing for which Finance is heavily dependent. The programs that will continue, such as Community Development, Redevelopment, Federal Revenue Sharing and other Block Grants, impose an on-going burden on this office which will continue regardless of what reductions are made elsewhere. The reporting, auditing and financial requirements even after these programs are discontinued, will impact Finance for several years to come because of closing audits and necessary special financial reporting, which will be necessary in the closing-out or completion process. The greater demands placed on financing through complete disclosure added requirements for financial data and more sophisticated financial reporting will impact on the continued operations. Legislation in the mill at the federal and local level could impose additional burdens and require further sophistication in financial recording and reporting fields, and if recent legislation passes, cities will be mandated to audit not only the utilization of bond proceeds, but the interest and redemption funds as well.

DEPARTMENTAL OPERATIONS OVERVIEW (Continued)

All of the above emphasizes the fact that reductions in staff and programs throughout the City will have little impact on the Finance Department's workload and requirements. Reductions are possible in regular-full time Finance personnel and, accordingly, will be recommended later on in this report. However, said reductions are strongly dependent on the continuation of CETA positions and the capabilities or qualifications of the persons filling those CETA positions. If for any reason this resource is discontinued, the Finance Department would have to drastically curtail its utilization of its computer and would not be able to meet its financial responsibility in fiscal needs of the City without reestablishing those regular positions.

As the reductions recommended without CETA inclusion would reduce the Finance Department staff to the level of employees that it had over ten years ago, it becomes eminent that the staffing would be inadequate to meet the on-going complexities of today's economic market.

If the staffing level in the electronic data processing area is reduced below the requirements to continue operations of the absolutely necessary items, additional clerical staff will have to be hired to perform the work. Areas which, through necessity must be done, such as payroll, accounts payable, revenue recording, budgetary control, etc., would require additional staff if EDP staffing was reduced to a level wherein it could no longer perform the aforementioned operations. Accordingly, the above and the following identify to this level and reduction beyond it would jeopardize, if not eliminate, the capabilities for performing these essential services.

Nevertheless, in light of the financial constraints facing all cities and most importantly the City of Concord, there is recommended in the next section reduction of staff. In considering deletion of those positions, it is encouraged that thought be given to what has been stated above and what is included in the following. Any reduction will curtail the capabilities of this office to a level unsatisfactory and one I believe will not meet needs of the City of Concord and its taxpayers.

SUMMARY OF PROGRAMS
AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

	<u>Program Costs</u>	<u>Maximum Reductions</u>
1. Fiscal Administration, Budget Preparation, Financial Reporting and Revenue Processing and Control.	\$150,725	\$18,410
2. A Centralized Accounting Activity of Maintaining, Analyzing and Controlling in the Area of Record Keeping on Functions of the General Ledger, Budget, Payroll, Accounts Payable and Accounts Receivable.	102,160	35,000
3. The Origination and Maintenance of EDP Systems and Programs for Computer Applications and Operations.	75,620	44,605
4. EDP Data Origination and Input for Computer Processing.	<u>160,960</u>	<u>15,160</u>
Total Estimated 1978-79 Requirements	<u>\$489,465</u>	
Total Reductions - All Alternatives		<u>\$113,175</u>

PROGRAM ELIMINATION OR SERVICE LEVEL REDUCTION LISTING
DETAILS, RESULTS AND IMPACT FROM EACH

1. Fiscal Administration, Budget Preparation, Financial Reporting and Revenue Processing and Control.

Alt. A. Reduced 1 Employee

Budget Savings \$18,410

The operations involved under this program are the most critical and least flexible of all. In addition to routine administrative matters, its main area of responsibility is the handling, recording and pre-auditing all cash receipts and preparing, analyzing and submitting all financial reports as required by local, state or federal jurisdictions. This section readily applies to my concerns expressed in the Overview and one in which there will be ongoing need with little or no impact or change in workload regardless of the type of cuts the Council so chooses. The position being recommended for deletion is the professional Accountant who is deeply involved in CETA billing, Pavilion operations and fixed assets control. The position also does much critical analysis and research in problem areas that must arise when a \$20,000,000 budget is involved. The position is critical to the continued operation of this section. However, through redistributing the work involved and the utilization of the one CETA position in this section, we believe that the section can continue to function and perform its required duties although absolutely at a lower level with lesser priority items being set aside on a "can do" basis. Recommend this position be considered the last to be abolished as it applies to the Finance Department.

2. A Centralized Accounting Activity of Maintaining, Analyzing and Controlling in the Area of Record Keeping on Functions of the General Ledger, Budget, Payroll, Accounts Payable and Accounts Receivable.

Alt. A. Reduced 1 Employee

Budget Savings \$18,725

The reduction in the work program in this area must, out of necessity, be other than payroll and accounts payable as these operations must continue regardless of how many employees are retained. The area involved is the reduction in efforts of collecting accounts receivable which could in fact cause a loss in revenue through not taking as effective measures as we have in the past. The position being considered for abolishment is greatly involved with Worker's Comp payments which could be successfully transferred to payroll whose volume will reduce due to the projected reduction in staff. The areas of accounts receivable would have to be transferred to one of the two professional staff and be absorbed in the position's heavy demands.

Alt. B. Reduced 1 Employee

Budget Savings \$16,275

As mentioned previously, the areas of payroll and accounts payable is a continuous job and one which must be staffed. Through the utilization of CETA employees, the Accounts Payable job could be staffed through the expansion of CETA in this area, and, accordingly, the one position abolished. Turnover and training would impact the operation, however, I believe it is one that could be deleted if CETA is implemented. Again, the position is not being abolished, but substituted as a CETA function.

PROGRAM ELIMINATION OR SERVICE LEVEL REDUCTION (continued)

3. The Origination and Maintenance of EDP Systems and Programs for Computer Applications and Operations.

Alt. A Reduced 4 Employees (CETA) Budget Savings \$21,750

This area is dependent on programming staff for growth and expansion and utilization of the computer. The benefits received from the computer is in direct proportion with the time spent and talent provided for programming and maintenance of existing programs. At the present time our programming staff is comprised of four (4) CETA employees of limited experience and two (2) full time regular Programmer Analysts who are fully qualified and of extremely high productivity. The difficult question is which group can ultimately have greater productivity and meet the needs of the City and this department. The four (4) CETA employees require much time consuming direct supervision which takes away from the productivity of those supervising. It is believed that the retention of the two (2) regular full time employees who can work with minimum guidance and greater independence is the desirable approach even though the loss of the CETA employees will be felt in the long run.

Alt. B Reduced 1 Employee Budget Savings \$22,855

What is advocated herein is the elimination of one permanent regular Programmer Analyst. The elimination of this position will still provide one permanent experience Programmer Analyst to guide, direct and provide continuity to the system. The remaining position will be a compromising and demanding one. We believe that the recommendation will permit maintenance of all existing programs. However, at this level of staffing the City would be restricted to maintenance of existing programs with very little, if any, capability to expand or implement new programs.

4. EDP Data Origination and Input for Computer Processing.

Alt. A Reduced 1 Employee Budget Savings \$15,160

The operations in the computer areas is one that utilizes and maximizes the machine capabilities under the direction and documentation of the Programmer Analyst. The input process through the Key punch function whether on-line, through CRT's or in a batch mode, is necessary to maintain the operations of EDP. It is one area that easily bends for flexible staffing and utilization of CETA employees. At the present time we have two regular permanent Key punch Operators and two CETA Key punch Operators. With the decreased input due to layoffs and reevaluating needs, one operator could be deleted and still meet the requirements of all departments. However, it would be more desirable to delete the permanent full time Key punch Operator and replace same with a CETA and in so doing, maintain current capabilities until proven that staff reduction is appropriate. The three remaining operators are what this office deems an absolute minimum and if the CETA program was discontinued, we would not only be asking to replace the regular position abolished, but to add one additional position. The volume for payroll, warrants and on-going police activity in and by itself requires three

PROGRAM ELIMINATION OR SERVICE LEVEL REDUCTION (continued)

positions and to operate with less would mean transferring some of the programs from the computer to manual, which would necessitate adding clerical or professional help at the other end to permit completing what is now being done on the computer. Accordingly, the reduction in this case is dependent on continuation of CETA employment and a minimum staff of three is required with experience to dictate whether a fourth is necessary. As mentioned before, anything less would jeopardize the computer capabilities and nullify many programs now being used by management.

DEPARTMENT OF LEISURE SERVICES

Department Administration

There is obviously a relationship between the matter of staffing and budget needed for this function and that assigned to the various divisional functions of the Leisure Services Department. There is no perfect way of forecasting exactly how much resource will be needed assuming that the eliminations or reductions of services in the divisions is implemented. The reason for this is that we find it difficult to predict the degree to which non-profit organizations or groups will develop replacement programs to those now being offered by this department. Assuming that this will occur in many cases, it would be advantageous to maintain in this office the ability to work effectively with such organizations.

You will note that I have proposed the elimination of one additional full time clerical position beyond the reductions of two CETA clerical positions proposed by the department. It is estimated that this will result in an additional \$15,000 reduction. There is another general comment that should be made to establish a perspective for the City Manager proposed cuts to Leisure Services. Many of the City's operations are very effectively controlled by external factors over which the Council has little control. Planning and Engineering must relate to construction activities in the City; Parks maintenance must relate to the park acreage; Public Works maintenance activities must relate to the quantity of streets, utilities and facilities that have to be maintained.

Having recognized these limitations on reductions for such services, the City finds itself of necessity looking at Leisure Services to make the additional cuts necessary to offset the loss from the Jarvis-Gann proposal. It is for this reason that you will find City Manager recommendations for elimination of entire functions in the Leisure Services area.

Concord Pavilion

This office concurs with the department's proposal for a reduction in budget of the Pavilion operation. In my opinion, the Pavilion should not be closed. There is a very strong possibility that this operation will break even in the next fiscal year even though it has not been able to do so in the prior two years.

Council will recall that we will be facing our first full season with adequate parking and support facilities next summer. With these and with the experience we have gained in the scheduling of performances, our chances are considerably improved for a break-even or profitable season. The proposed cuts will be unfortunate in terms of the appearance and quality of the Pavilion site. If, as the season progresses, it appears that we could afford to restore the maintenance level, I would propose that the City do so.

Community Services Division

Senior Citizens Program

The department has proposed a substantial reduction in the program for seniors. Since additional cuts in the budget are necessary, this office is proposing that the City eliminate the senior citizens program. The facility could be made available on a commercial lease basis for similar activities assuming the seniors could organize themselves and raise sufficient revenues to meet lease obligations and cover their own administrative expenses. The budget reduction from closing the center would be \$56,000, less \$9,000 in revenues that would be lost.

Special Recreation Activities

This is the activity program for the handicapped. This office concurs in the elimination of this CETA position and the cancellation of the program.

Sports

The department has proposed a substantial reduction in the sports program. They prescribe eliminating the intermediate school program, cutting the adult program by 50 percent, reducing softball to half its current size, and eliminating various other programs such as volleyball, football and basketball. Since additional cuts are necessary to offset Jarvis-Gann, this office proposes the elimination of all the sports programs. The total program cost is \$96,000 and the savings would be this figure less \$5,000 in revenue generated.

Administration

The department proposed no reduction in the budget for administration of the Community Services division. In view of the fact that this office has proposed elimination of all of the functions of the division, we are also proposing the elimination of the administration budget. We have anticipated a nominal requirement for custodial activities related to the facilities of the division such as the Senior Citizens building.

Youth Services Division

Playgrounds and Preschool

The department has described cutting these operations to less than half their current level and I would concur with them in their comment as to the negative impact of reducing these programs. Nonetheless, this office has proposed to eliminate the playground and preschool programs in their entirety. This appears necessary to achieve sufficient reduction of budget.

Teen Special Services

The department has proposed a substantial reduction in this program. This office concurs with their statement as to consequences and would reinforce their concern for rising rates of vandalism and other problems related to young people in the community. It is particularly discouraging to contemplate elimination of programs such as the one that has been working so effectively in the Hillcrest area to reduce vandalism to the school and to the City's park, and juvenile crime generally in the Hillcrest area. Nonetheless in order to achieve sufficient reduction, this office is proposing that the Teen Special Services program be eliminated in its entirety. The Council will also note that the department's proposal would eliminate the Youth Council office and their employment service. This office confirms that this reduction will be necessary.

Discovery Center

The department proposes elimination of most of the funds assigned to the Discovery Center program. This office is proposing that the program be eliminated altogether. The consequence in terms of loss of this counseling service to young people involved in abuse of drugs or liquor are hard to predict.

Camp Concord

This office concurs with the department on the proposed reduction in budget to the Camp Concord program. It is recommended that the Camp Concord program be continued especially in view of the rentals that have been arranged next summer and the strong possibility that the program will break even in terms of revenues.

Diablo Creek Golf Course

This office concurs with the department recommendation for program budget reduction. It is hoped that the City Council will support a revenue increase sufficient to produce a \$41,000 increase. If so, we would recommend that the budget for part-time help and for capital equipment be maintained as was proposed. However in the event that the Council is not willing to increase fees, we would support the need to make this budget reduction. Having done so, the Golf Course will be operating on a break-even basis and, therefore, should not be considered for further cuts.

Aquatics

While the department has described several alternatives short of completely closing the swimming pools, their maximum savings alternative is to close the pools entirely and to eliminate all staff employed in connection with the aquatic program. This maximum alternative is supported by this office in view of the need for maximum budget reductions to offset the Jarvis-Gann loss.

Community Arts

The department has proposed a substantial reduction in resource allocation to the Community Arts program. It is the recommendation of this office that the budget to the division be eliminated altogether and the program discontinued. This recommendation is made in view of the need for drastic cuts to offset the Jarvis-Gann revenue loss. It should be noted that against the total budget requirement of \$145,000 there is an anticipated revenue offset of \$86,000. It is for this reason that the recommendation from this office suggests only a \$59,000 budget saving from closing the Community Arts program. The consequence

in terms of program loss is adequately explained by the department. An additional question arises as to our lease agreement for the Willows Theater. This matter has been discussed with Mr. Eastman, and he has expressed verbally his willingness to relieve the City of its lease obligation if it becomes necessary. He commented that he would like to consider offering theatrical productions as an activity of the Willows Shopping Center but could not assure us that this would happen. He may find it necessary to convert the theater to retail sales space and would feel free to do so if the City forfeited its lease rights.

LEISURE SERVICES DEPARTMENT

PROGRAM WORKSHEET

Account	1978-79 Budget	GENERAL FUND BUDGET REDUCTION				Positions Remaining Reg. CETA	
		Dept. Report	City Manager	Positions Lost Reg.	Lost CETA		
77: Administration	\$ 126,000	\$ 7,500 (p.77)	\$ 23,000 (p.69)	1	2	4	-
78: Pavilion Maintenance	292,000	28,000 (p.78)	28,000 (p.69)	-	3	-	7
79: Community Services	180,000	101,000 (p.80)	166,000 (p.70)	2	4	-	-
80: Youth Services	381,000	222,000 (p.82)	304,000 (p.71)	7	8	1	-
81: Camp Concord	99,000	4,000 (p.85)	4,000 (p.72)	-	-	-	1
82: Golf Course	260,000	41,000 (p.87)	41,000 (p.72)	-	-	5	3
83: Aquatics	137,000	97,000 (p.91)	97,000 (p.72)	1	-	-	-
84: Cultural Arts	145,000	27,000 (p.92)	59,000 (p.72)	3	5	-	-

CONCORD DEPARTMENT OF LEISURE SERVICES

1978-79 BUDGET FORECAST

SUMMARY OF HISTORICAL INFORMATION

	Original Adopted Budget		
	<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
LEISURE SERVICES			
(77) LEISURE SERVICES ADMIN	\$113,869	\$116,769	\$125,520
(78) CONCORD PAVILION	234,048	278,695	265,366
(79) COMMUNITY SERVICES	178,307	195,888	218,914
(80) YOUTH SERVICES DIVISION	431,280	366,193	400,820
(81) CAMP CONCORD	82,059	91,574	99,289
(82) GOLF COURSE	199,136	219,125	238,607
(83) AQUATICS	102,800	124,270	137,320
(84) COMMUNITY ARTS	140,972	174,037	171,592
TOTAL LEISURE SERVICES	<u>\$1,483,011</u>	<u>\$1,566,551</u>	<u>\$1,657,428</u>
NUMBER OF EMPLOYEES			
Regular	23	24	24
CETA	20	27	33

Attached are the Leisure Services Division's 1978-79 Budget Forecast. The entire Department operation is broken into logical program segments. Each of these segments indicates an identification of the program and the total costs of that particular program. If programs are eliminated, the most logical method would be to eliminate these various program segments in toto. Revenues are indicated in all cases where program revenues exist, and obviously eliminating the program would also eliminate the revenue source.

Elimination of any of the services provided by the Department would obviously have some community impact. This reaction was felt in the past when we tried to curtail playground services early at one of our elementary school playgrounds. I think we can, therefore, feel assured that total elimination of programs would have a great affect on the public. I think we can safely assume that there would be an increase in vandalism in many areas of the community and some increased police activity might also result in areas where services were formerly offered.

We also provide many adult activities most of which are self-supported by fees. However, each of these services obviously require administrative support and the fees do not cover administrative costs except to a minor degree. These activities include adult sports and our full range of class activities. Therefore, while these programs might be eliminated, there would be very little revenue gain to the city except to the extent of the elimination of administrative costs.

It is possible that fees can be established or increased where fees presently exist in order to provide additional revenue to the community. This might be a very logical alternative to the Jarvis Initiative tax reductions. It may also be a reasonable way of justifying the retention of recreation services. Fee increases are probable at the Camp, at the pools, in all adult services and in a number of youth services. However, it's not safe to assume that these fees would cover all operating and administrative costs. We are currently developing revenue projections based on increased fees. When completed this report will be submitted to you.

The city owns a number of facilities including Willow Pass Recreation Center, Clayton Valley Recreation Center, the Baldwin Park complex, Senior Citizens Center, the two pools and Camp Concord. For the most part there does not appear to be any great demand for this type of facility on the open market. I would doubt that any private organization could support either of our swimming pools or that any organization would be interested in acquiring one of our recreation facilities. The possible exception would be the Camp at Lake Tahoe. However, I think its sales potential is limited and since other cities would be in the same position we are, there would be little possibility of doing anything other than dropping the Forest Service lease and turning the facilities over to the government. There may be some potential in straight rentals of our facilities to groups and organizations. If this were the case, sufficient revenue could possibly be generated to cover ongoing maintenance costs. It does not seem possible at this time that revenue beyond that to provide for maintenance could be raised.

The Pavilion has a \$1,500,000 revenue operation which should probably be self-supporting in terms of operating costs and overhead. This is a possibility as long as CETA remains in effect. Should CETA program be eliminated then the Pavilion would be required to raise additional revenue in order to cover some of the necessary personnel that would be retained for maintenance and operating purposes. However, the possibility of future growth and development is excellent at this facility and ultimately it should be at least a self-supporting or virtually self-supporting operation. It does appear, though, that we are still two or three years away from this goal.

Since Leisure Services is primarily a staff organization, the only real reductions can come from the elimination of personnel. As part-time staff is eliminated, existing full-time personnel can be allocated to program service assignments. I believe all of them at one time or another have served in face-to-face and leadership positions. However, if budget curtailments go beyond part-time personnel reductions, then some full-time staff members obviously will have to be eliminated. Again, this presents a serious problem since as you will note our staff is half CETA positions. The elimination of any regular city employees, I assume, would also result in the elimination of some CETA employees. Therefore, we can expect nothing but minimal recreation services in the community, perhaps with the staffing on a limited basis of two or three of our facilities, and perhaps the continued subsidized operation of the pools and the Senior Citizens Center. The Golf Course is close to self-supporting at the present time in terms of operational costs. I believe this will continue, and in fact, increased fees might well make it a continuing self-supporting operation.

CONCORD DEPARTMENT OF LEISURE SERVICES

1978-79 BUDGET FORECAST ADMINISTRATIVE DIVISION - #77

SUMMARY OF HISTORICAL INFORMATION

	Original 1975-76	Adopted 1976-77	Budget 1977-78
100 PERSONNEL SERVICES	\$ 53,135	\$ 91,654	\$ 98,650
200 MATERIALS & SUPPLIES	4,284	4,902	5,500
300 FIXED CHARGES	26,174	19,665	21,370
400 CAPITAL EQUIPMENT	<u>276</u>	<u>548</u>	<u>0</u>
TOTALS	\$113,869	\$116,769	\$125,520
NUMBER OF EMPLOYEES:			
Regular	5	5	5
CETA	1	2	2

SUMMARY OF PROGRAMS & COSTS TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

<u>PROGRAMS</u>	<u>PROGRAM COST</u>	<u>MAXIMUM REDUCTION</u>
Administrative Support	\$125,520	\$ 7,500

Department 77 is the Administrative Division of the Department of Leisure Services and consists of the Director, Associate Director of Operations, Administrative Secretary, Secretary Clerk, Programs Clerk and two CETA positions (Office Clerk and Clerical Trainee. The Administrative Division provides clerical and administrative services to all other divisions in the Department. The only full-time clerical assignments in the Department of Leisure Services are assigned to this operation.

At the present time the Division is working to its maximum capacity in providing services such as telephone answering, class registrations, typing, filing and other clerical duties. The division would be reduced in a proportionate amount to reductions in the remainder of the department. Therefore, the first positions eliminated would be the two CETA jobs. The remaining full-time positions would probably not be eliminated since it is anticipated that an increase in fee and registration related activities would require the maintenance of the existing clerical personnel even though the typing load might be reduced to some degree.

Effect of reducing clerical staff would be to eliminate telephone answering on a general basis, cause problems in handling of public requests, questions and program registrations. It will also eliminate the public information mailing program.

CONCORD DEPT. OF LEISURE SERVICES

1978-1979 BUDGET FORECAST

CONCORD PAVILION #78

SUMMARY OF HISTORICAL INFORMATION

	<u>Original Adopted Budget</u>		
	<u>1975-76</u>	<u>1976-77</u>	<u>1977-78</u>
PAVILION MAINTENANCE	<u>\$234,048</u>	<u>\$278,695</u>	<u>\$265,366</u>
NUMBER OF EMPLOYEES			
REGULAR	0	0	0
CETA	8	10	10

DEPARTMENTAL OPERATIONS OVERVIEW

The maintenance budget for the Pavillion, in part, depends greatly on the activities scheduled during the season. Many of the costs are event related and are shown on a separate budget. If the facility were not to operate, this budget would not be reduced by any great amounts as many fixed accounts still must continue as utilities and on-going maintenance continue.

The amount of revenue created by the Pavillion, not only to the general fund but to local businesses throughout Concord, continues to grow each season. To establish any business, time is a great factor to success! This has proven so at the Pavillion, and this direction must continue without interruption to allow the Pavillion to reach its potential.

Beginning the fourth season, experience has provided a much more efficient operation which will show in the 1978-1979 budget.

CONCORD PAVILION

SUMMARY OF HISTORICAL INFORMATION

<u>Original Adopted Budget</u>			
	<u>1975-76</u>	<u>1976-77</u>	<u>1977-78</u>
100 PERSONNEL SERVICES	\$ 75,638	\$ 76,340	\$ 62,500
200 MATERIALS & SUPPLIES	52,556	51,500	58,200
300 FIXED CHARGES	78,631	79,645	85,550
400 CAPITAL EQUIPMENT	<u>27,223</u>	<u>71,210</u>	<u>59,116</u>
TOTALS	<u>\$234,048</u>	<u>\$278,695</u>	<u>\$265,366</u>

Program Elimination or Service Level Reduction Listing Details, Results and Impact from Each

The Pavillion operation is staffed almost completely by CETA and part-time employees. The majority of part-time hours used are charged to events, so they do not reflect in the '78 budget. A reduction in Personnel Services is possible, but as the season has many variables, hours must remain for maintenance on sound and light equipment. Any other reductions would lower the physical condition of the Pavillion and begin to reflect on our events. The nature of the operation demands the utmost in condition and operation as ticket sales and the importance of performers returning all depend on these factors.

1. Elimination of 1,500 part-time hours

Budget Savings: \$12,000.00

2. Elimination of three (3) CETA positions

Budget Savings: \$13,600.00

Concord Department of Leisure Services
1978-79 BUDGET FORECAST
COMMUNITY SERVICES DIVISION #79

SUMMARY OF HISTORICAL INFORMATION

	<u>Original</u> <u>1975-76</u>	<u>Adopted</u> <u>1976-77</u>	<u>Budget</u> <u>1977-78</u>
100 PERSONNEL SERVICES	\$117,370	\$128,600	\$142,600*
200 MATERIAL SUPPLIES & SERVICES	37,339	34,149	31,299
300 FIXED CHARGES	20,762	26,189	30,030
400 ACQUISITION & IMPROVEMENTS	<u>2,836</u>	<u>6,950</u>	<u>14,985</u>
TOTALS	\$178,307	\$195,888	\$218,914
NUMBER OF EMPLOYEES:			
Regular	4	4	4
CETA	2	2	4

* Aquatics (#83) Administration Budgeted in #79

SUMMARY OF PROGRAMS & COSTS
TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

<u>PROGRAMS</u>	<u>Estimated</u> <u>Revenue</u>	<u>Program</u> <u>Costs</u>	<u>Maximum</u> <u>Reduction</u>
Senior Citizens	\$ 9,000	\$ 55,566	\$ 33,228
Specialized Recreation	-0-	3,660	3,660
Sports	5,000	95,521	63,618
Administration	-0-	<u>24,795</u>	<u>-0-</u>
		\$179,542	\$100,506

I. SENIOR CITIZENS

- (A) Eliminate 1 full time staff, 1 CETA position and all part-time personnel
Reduction: \$33,228

The effect would cause the Center to (1) operate 4 days per week, 6 hours per day instead of 7 days and 6 nights; (2) eliminate all community organizations who normally use the center in the evening; (3) eliminate the transportation service for Seniors; (4) loss of membership resulting in loss of revenue; (5) loss of Administration and coordination of handicapped program.

II SPECIALIZED RECREATION

- (A) Eliminate 1 CETA position and the program serving 150 handicapped children. Reduction: \$3,660

III SPORTS

- (A) Eliminate 1 full-time staff (\$21,318), all part-time personnel (\$32,300) and all capital improvements (\$10,000) Reduction: \$63,618

The effect would be (1) elimination of intermediate school sports program at six intermediates, (2) elimination of teen programs; (3) cut by 50% in the adult program: Softball from 200 to 100 teams affecting 2,000 participants per week; Volleyball, Football, Basketball, etc. affecting another average 700 per week; (4) increased vandalism due to lack of supervision at ball parks and tennis courts; (5) deterioration of existing facilities and playing fields, (6) loss of capability to coordinate use of city facilities for community recreation organizations.

IV ADMINISTRATION

No Reduction

Concord Department of Leisure Services

1978-79 BUDGET FORECAST
YOUTH SERVICES DIVISION - #80

SUMMARY OF HISTORICAL INFORMATION

	<u>Original Adopted Budget</u>		
	<u>1975-76</u>	<u>1976-77</u>	<u>1977-78</u>
100 PERSONNEL SERVICES	\$316,650	\$249,790	\$277,020
200 MATERIALS & SUPPLIES	49,325	69,290	68,730
300 FIXED CHARGES	57,340	45,648	48,965
400 CAPITAL EQUIPMENT	<u>7,965</u>	<u>8,465</u>	<u>6,107</u>
TOTALS	<u>\$431,280</u>	<u>\$366,193</u>	<u>\$400,820</u>

NUMBER OF EMPLOYEES:

REGULAR	6	6	7
CETA	6	8	8

SUMMARY OF PROGRAMS
AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

	<u>Program Costs</u>	<u>Maximum Reductions</u>
1. Playgrounds & Pre-School	\$155,375	\$ 95,968
2. Teen Special Services	54,585	21,196
3. Community Centers & High Schools	<u>144,675</u>	<u>85,970</u>
Total Estimated 1978-79 Requirements	<u>\$354,635</u>	
Total Reductions - All Alternatives		<u>\$203,134</u>
4. Discovery Center		1
Total Estimated 1978-79 Requirements	<u>\$ 26,735</u>	
Total Reductions - All Alternatives		<u>\$ 19,000</u>

Youth Services Administration: \$24,795

Annual Estimated Revenue: \$77,000

Concord Department of Leisure Services
YOUTH SERVICES DIVISION - #80

PROGRAM ELIMINATION OR SERVICE LEVEL REDUCTION LISTING
DETAILS, RESULTS AND IMPACT FROM EACH

1. Playgrounds & Pre-School

Alt. A. Eliminate Part-Time Salaries

Budget Savings: \$ 77,827

Alt. B. Eliminate Leisure Services Assistant II

Budget Savings: \$ 18,141

Staff: 1 Leisure Services Supervisor II
1 Leisure Services Assistant II

Effect

Public outcry in press over eliminating two months of program at Williams Elementary School last year. If entire program is curtailed the public would be indignant, and the crime rate among young people would increase along with high vandalism.

Both summer and school-year programs provide part-time jobs for some 190 college and high school students who support their education and get school credit for their jobs.

2. Teen Special Services

Alt. A. Eliminate Intermediate Program

Budget Savings: \$ 6,543

Alt. B. Eliminate all Part-Time Salaries

Budget Savings: \$ 14,643

Staff: 1 Leisure Services Supervisor II (City)
5 Leisure Services Assistant I's (CETA)

(Note: Police Department contributes \$5,000 in part-time salaries.)

Effect

By eliminating part-time salaries all programming would be shifted to full-time CETA employees. Changes would have to be made by making all programs fee classes.

Much of the impact we have had at Hillcrest would be reduced.

Elimination of Intermediate Program would be first priority. This would cause hardship at five City Intermediates by increasing

vandalism at the schools and the crime rate would increase significantly.

3. Community Centers & High Schools

Alt. A. Eliminate Part-Time Salaries

Budget Savings: \$ 49,970

Alt. B. Eliminate Two (2) Full-Time Leisure Services Assistant II's

Budget Savings: \$ 36,000

Staff: 1 Leisure Services Supervisor II
2 Leisure Services Assistant II's
2 Leisure Services Assistant I's (CETA)

Effect

Eliminating funds would virtually close community centers (Willow Pass, Clayton Valley and Cambridge) as drop-in facilities. It would also unemploy 150 part-time students and class instructors. Centers would be open to rentals only.

Crime rate near center neighborhood would increase along with vandalism in parks. Vandalism at high schools would increase.

Youth Council Employment Service to youth and employers would be eliminated. Youth voice in local government would be curtailed.

4. Discovery Center - Department #310

Alt. A. Eliminate Part-Time Salaries

Budget Savings: \$ 19,000

Effect

Eliminating part-time staff would leave Discovery Center with three full-time CETA employees and eliminate five part-time employees and many on-going programs. The City owns building which houses Discovery Center.

Concord Department of Leisure Services
1978-79 BUDGET FORECAST
CAMP CONCORD #81

SUMMARY OF HISTORICAL INFORMATION

	<u>Original Adopted Budget</u>		
	<u>1975-76</u>	<u>1976-77</u>	<u>1977-78</u>
104 PERSONNEL SERVICES	\$ 25,526	\$ 31,000	\$ 30,000
200 MATERIALS, SUPPLIES & SERVICES	45,346	46,764	54,539
300 FIXED CHARGES	10,305	11,160	12,100
400 ACQUISITION & IMPROVEMENTS	<u>882</u>	<u>2,650</u>	<u>2,650</u>
TOTALS	\$ 82,059	\$ 91,574	\$ 99,289
NUMBER OF EMPLOYEES:			
REGULAR	0	0	0
CETA	0	0	1

SUMMARY OF PROGRAMS
AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

<u>Programs</u>	<u>Estimated Revenue</u>	<u>Program Costs</u>	<u>Maximum Reduction</u>
1. Supervision	0	8,650 (CETA 11)	\$ 8,650
2. Children's Camp	\$ 87,000	\$ 96,639	8,000
3. Family Camp	}	}	2,650**
4. Special Use Groups @ 6 Weeks			3,500***
	\$ 87,000*	\$105,289	

* Fees are Increased In Children & Family Camp (Fiscal Year 1978-79)

* Special Use Group Income estimated at \$41,000

** Eliminate Capital Items

*** Eliminate Camp Director and Camp Aide

1. Supervision - \$8,650

Mike Hammil (CETA carpenter, welder, plumber, mechanic and caretaker) has been working at Camp Concord for the past 10 months. He is the first year-round employee at Camp Concord.

We now have the capability to open the Camp for special use groups in April and remain open through October or November. In Fiscal Year 1977-78 we are leasing the camp to Camp Sierra for the Handicapped, Inc. for three weeks at a guaranteed income of \$18,000.

Should this person be terminated we would be hard pressed to stop the vandalism that has occurred every year except 1978 and it would be virtually impossible to cater to large groups during the "off" season.

I suggest retention of this employee.

We can, however, eliminate the position of Camp Director and one Camp Aide by using Mike Hammil as Director.

TOTAL REDUCTION: \$3,500

2. Children & Family Camp
Eliminate the children's camp and operate solely for families and special groups with little formal programming.

A. Personnel Services, Part-Time (104)	\$20,000
B. Food (221)	15,000
C. Contractual Services (Transportation) (265)	5,000
D. Gas & Electricity, FICA Insurance (estimated)	1,000
E. Vehicle Operating Equipment (estimated)	<u>1,000</u>

\$42,000

- F. Loss In Revenues (estimated)

34,000

TOTAL REDUCTION:

\$ 8,000

3. Special Group Use

Camp Sierra for the Handicapped, Inc. is renting Camp Concord in June for three weeks.

A. Revenues	\$18,000
B. Estimated Costs (food, kitchen staff)	<u>5,000</u>

Total Revenues:

\$13,000

In Fiscal Year 1978-79 Camp Sierra has requested Camp Concord for six weeks. We can begin the "regular" camp season in late July and not significantly reduce revenues as August is the largest revenue month.

4. Eliminate the entire concept of Family and Children's Camp and operate solely for special use groups. After groups are established we probably could break even.

CONCORD DEPT. OF LEISURE SERVICES

1978-1979 BUDGET FORECAST

DIABLO CREEK GOLF COURSE (82)

SUMMARY OF HISTORICAL INFORMATION

	<u>Original Adopted Budget</u>		
	<u>1975-76</u>	<u>1976-77</u>	<u>1977-78</u>
TOTAL GOLF COURSE	\$199,136	\$219,125	\$238,607
NUMBER OF EMPLOYEES:			
REGULAR	5	5	5
CETA	2	3	3

DEPARTMENTAL OPERATIONS OVERVIEW

Historically, the golf course has offset expenses by keeping controllable accounts at a minimum, but at the same time kept the playing condition at its best. The amount of income produced depends greatly on the condition of the course - meaning cutbacks would definitely reduce our revenue.

The golf course should be examined two ways:

1. Green Fee Structure

Players are receiving additional maintenance practices (particularly on weekends), and continue to pay lower than average fees.
(See Attachment)

2. Should we reduce budget and eliminate these practices?

It is our feeling players would pay more to keep the existing condition and at the same time we will continue to keep our cost only to inflationary increases.

DIABLO CREEK GOLF COURSE

SUMMARY OF HISTORICAL INFORMATION

	Original Adopted Budget		
	<u>1975-76</u>	<u>1976-77</u>	<u>1977-78</u>
100 PERSONNEL SERVICES	\$ 83,283	\$101,245	\$106,040
200 MATERIALS & SUPPLIES	49,849	52,625	57,175
300 FIXED CHARGES	50,644	59,430	62,592
400 CAPITAL EQUIPMENT	<u>15,360</u>	<u>5,825</u>	<u>12,800</u>
TOTALS	<u>\$199,136</u>	<u>\$219,125</u>	<u>\$238,607</u>

SUMMARY OF PROGRAMS AND COSTS TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

	<u>Program Cost</u>	<u>Maximum Reductions</u>
1. 100 PERSONNEL SERVICES	\$110,000	\$ 24,000
This reduction is 100% of seasonal hours.		
2. 200 MATERIALS & SUPPLIES	\$ 65,000	\$ 2,000
Reduction would lower maintenance level.		
3. 300 FIXED CHARGES	\$ 70,000	0
4. 400 CAPITAL EQUIPMENT	\$ 15,000	\$ 15,000
This is to replace equipment only.		
TOTAL ESTIMATED 1978-79 REQUIREMENTS	<u>\$260,000</u>	
TOTAL REDUCTIONS - ALL ALTERNATIVES		<u>\$ 41,000</u>

DIABLO CREEK GOLF COURSE

SUMMARY OF REVENUE

	<u>1975-76</u>	<u>1976-77</u>	<u>Estimated 1978-79</u>
TOTAL FEES COLLECTED	\$229,119	\$228,600	\$225,300

This summary of revenue appears to show we have leveled out our maximum revenue expectation, as revenue has not fluctuated during the past three years. As any other business, our expenses have inflated, particularly on uncontrollable accounts and the budget has increased to continue the traditional maintenance practices.

The green fees have not followed the trend of our budget and of other courses in the area (please see attached fee survey). If we are to continue the same level of maintenance, particularly on the weekends, and have the golf course offset its costs - players will have to absorb these increases as they have on other courses.

The \$41,000 reduction would bring the budget down to estimated revenue, but at the same time conditions would fall short of traditional practices. We feel players would pay more to offset cost and continue to have an outstanding golf course.

GOLF COURSE GREEN FEES - 1978

	9 WEEKDAYS	18 WEEKDAYS	9 WEEKENDS	18 WEEKENDS	MONTHLY TICKETS	SENIORS	REMARKS
WALNUT CREEK	\$2.75	\$4.00	\$4.25	\$7.00	10 Plays \$35 Wk. Days Only	-	
FRANKLIN CANYON	3.00	5.00	4.50 *	8.00	-	-	* After 3:00 p.m. Only
SUNOL VALLEY	3.00	5.00	4.00	8.00	\$20 Regular * \$15 Junior	\$17.50 *	* Weekdays & Weekends after 1 p.m. * After 2:00 p.m. Only
SAN RAMON	3.00	5.00	3.00 *	7.00	\$25 **	\$20 **	** Weekdays Only * \$2.50 after 2:30 p.m.
TILDEN PARK	2.50	4.00	3.50	6.00 *	\$25 **	-	** After 12 p.m. on Weekends \$2.50 * \$2.50 after 2:00 p.m.
GALBRAITH, OAKLAND	-	4.00 *	-	6.00 *	\$20 ** \$35 **	\$14 **	** Weekdays Only * \$2.50 after 3:00 p.m.
LAKE CHABOT, OAKLAND	-	4.00 *	-	6.00 *	\$20 *** \$20 ***	\$14 ***	** Everyday *** Weekdays Only * \$2.25 Late Rates
DIABLO CREEK	3.00	4.00 *	4.00	5.00 **	\$16 Junior	\$16 ***	** Late Rates *** Weekdays Only
ALAMEDA (NORTH)	2.00	4.50	2.50	5.50	\$20 *	-	* Weekdays Only, \$1.00 Surcharge
ALAMEDA (SOUTH)	2.00	3.50	2.50	4.50	\$20 *	-	* Weekdays Only, \$.50 Surcharge
ANTIOCH	2.50	3.50	2.50 *	4.75	\$20 **	-	* After 3:00 p.m. Only ** \$1 Surcharge before 11 a.m. on Saturday & Holidays
BUCHANAN	2.50	3.75	3.00	4.50	-	-	
BLUE ROCK, VALLEJO	3.25	3.25	4.50	4.50	\$12 *	-	* Weekdays Only, \$.50 Surcharge

Concord Department of Leisure Services
1978-79 BUDGET FORECAST
AQUATICS DIVISION #83

SUMMARY OF HISTORICAL INFORMATION

	<u>Original</u> <u>1975-76</u>	<u>Adopted</u> <u>1976-77</u>	<u>Budget</u> <u>1977-78</u>
100 PERSONNEL SERVICES*	\$	\$	\$ 19,920*
102 Part-Time, Overtime		500	250
104 Part-Time	52,000	54,000	52,000
200 MATERIALS & SUPPLIES	13,750	20,250	15,660
300 FIXED CHARGES	30,350	49,520	49,490
460 GROUNDS	<u>6,700</u>	<u> </u>	<u> </u>
TOTALS	\$102,800	\$124,270	\$137,320
NUMBER OF EMPLOYEES:			
Regular	1	1	1
CETA	0	0	0

* Salary for Supervisor I is in Account #79

SUMMARY OF PROGRAMS & COSTS
TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

<u>PROGRAMS</u>	<u>Estimated</u> <u>Revenue</u>	<u>Program</u> <u>Costs</u>	<u>Maximum</u> <u>Reduction</u>
Aquatics	\$ 40,610	\$137,320	\$137,320

(A) Eliminate 1 full time position; all part-time personnel and close the pools affecting the following:

<u>Programs</u>	<u>Est. Revenue</u>	<u>Program Costs</u>
1. Recreational Swimming	\$ 27,893	\$ 64,515
2. Swim-To-Live	8,135	14,921
3. Instructional Program	1,682	1,260
4. AAU Swim Team	-0-	19,382**
5. Maintenance	-0-	9,334
6. High School Swim Team	2,900	7,981
7. Handicapped Swim	-0-	315

** This cost is derived from taking the amount of water time allotted divided into materials and supplies and fixed charges.

(B) It is possible to operate the pools on a limited basis during the summer. However fixed costs will continue (water, electricity & maintenance). There will be additional costs for lifeguards, maintenance personnel and supplies.

Estimated Expenditures -	\$50,000
Total Reduction -	\$87,629

CONCORD DEPT. OF LEISURE SERVICES

1978-1979 BUDGET FORECAST

COMMUNITY ARTS DIVISION (84)

SUMMARY OF HISTORICAL INFORMATION

		Original Adopted Budget		
		<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
100	Personnel Services	\$ 61,638	\$ 68,220	\$ 74,500
200	Materials & Supplies	51,609	78,140	77,415
300	Fixed Charges	25,343	23,340	13,775
400	Capital Equipment	<u>2,382</u>	<u>4,337</u>	<u>5,900</u>
	TOTALS	<u>\$140,972</u>	<u>\$174,037</u>	<u>\$171,592</u>

Number of Employees:

Regular
CETA

2	3	3
1	2	5

SUMMARY OF PROGRAMS
AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

<u>PROGRAMS</u>	<u>ESTIMATED REVENUES</u>	<u>PROGRAM COSTS</u>	<u>MAXIMUM REDUCTIONS</u>
1. Administration	\$ -0-	\$ 29,267	\$ -0-
2. Theatre Programs (Willows, Parkside Playhouse)	\$ 47,045	\$ 56,788	\$ 21,925
3. Instructional Section	\$ 39,095	\$ 58,948	\$ 2,600
4. Community Services	\$ -0-	\$ -0-	\$ 2,664
	<u> </u>	<u> </u>	<u> </u>
Total Estimated Revenues 1978/1979	<u>\$ 86,140</u>		
Total Estimated 1978-79 Requirements		<u>\$145,003</u>	
Total Reductions - All Alternatives			<u>\$ 27,189</u>

1. ADMINISTRATION

Administration represents the office of Associate Director, Community Arts Division. This office supervises all phases of the Community Arts Division. This office also works in program development at the Concord Pavilion as stipulated by the job description. The entire cost of the office is shown as the total salary and benefit package of \$29,267.

Should the major portion of Community Arts staffing be eliminated, this office could maintain the instructional section, including the Ceramics Lab, and supervision of CETA employees, maintaining the \$39,000 in instructional revenues, renting the Parkside Playhouse at \$5000+ and continue to assist in programming and program development with the Concord Pavilion. I would suggest the retention of Char Wolter and the artists since they virtually add no cost to operations other than the benefit packages paid under CETA budget.

2. THEATRE PROGRAMS

The Willows Theatre and Parkside Playhouse have made a significant impact within the community confirming the desire in the community for the localization of the Performing Arts. Noteworthy for 1976 were the 40,000+ people who attended programs, 36,000 volunteer hours by our citizens and the just over 500 participants in the various programs. I doubt if dollar for dollar any program can match that record.

Alternative A

Reduce 0 employees, cut \$5,200 part-time; Budget Saving \$21,925
This plan reduces production budget by \$13,500, part-time budget by \$5,200 and theatre supplies by \$3,225. 77 performances per year bringing revenues to \$47,045.

Alternative B

Reduce 0 employees, -0- part-time reduction; Budget Saving \$21,925
This plan is designed to add revenues to \$53,645 by increasing production budget by \$3,750 and by cutting in various operating budgets to shave overall budget by \$21,925.

Alternative C

Reduce 0 employees, cut \$2200 part-time dollars; Budget Saving \$2,225
This plan designed to increase revenues to \$88,104 by increasing number of programs and ticket costs at both Willows and Playhouse.

Alternative D

Reduce 0 employees, cut \$10,000 part-time; Budget Saving \$20,000
In this plan revenues drop to \$12,600. It call for elimination of Willows programs entirely. Lights and equipment to be divided between Parkside Playhouse and Plaza project.
A storage facility would be needed at cost of about \$3,000.

Alternative E

Reduce 1 employee, cut \$10,000 part-time; Budget Saving \$38,726
This plan calls for elimination of the Theatre Programming Section. There would be a cessation of Concord Community Arts productions at both the Willows and at the Parkside Playhouse.

This plan would release one full-time employee, 2 CETA employees (a Theatre Tech and Assistant Theatre Tech.) and the \$10,000 in part-time fund. It would also eliminate about \$40,000 in Revenues. The Parkside Playhouse could continue under rental agreements bringing in Revenues around \$5,000+

3. INSTRUCTIONAL SECTION

The Instructional Section includes all classes and workshops offered by the Community Arts Division including the various forms of dance, the dance studio, ceramics and the ceramics studio, the Mobile Muse, etc. In 1977 the section also began the sponsorship of a National Photo Contest.

Alternative A

Reduce 0 employees, 0 part-time; Budget Saving \$200+
Release of two CETA artists would relieve city of 2-benefit packages and about \$200 in supplies (Artists project positions).

Alternative B

Reduce 0 employees, \$2,150 part-time; Budget Saving \$2,150
Cut part-time hours from Ceramics Lab operation bringing revenues and expenses to an equal position in the Ceramics Lab. (Revenue \$11,795, Cost \$11,980). This cost includes Mel Simpson's contract.

Alternative C

Reduce 1 contract position, all part-time; Budget Saving \$9,100
Savings of \$2,000 part-time, \$5,900 contractual service, building maintenance and utilities of Rhine Building of approx. \$600 per year.

Alternative D

Reduce 1 employee, 1 part-time employee, 1 contractual person;
Budget Savings \$19,853

Eliminate Instruction Section, including 1 Leisure Services
Supervisor I, 1 Contractual person in charge of Ceramics
Lab, \$2,000 in part-time funds and corresponding utility
bills. Classes could continue under supervision from
Associate Director office.

4. COMMUNITY SERVICES

Community Services refers to the help and assistance we give
for community arts organizations and individuals such as printing
and postage costs, meetings, sponsorship of conferences, etc. A
budget cut of approximately \$2,600 would eliminate these services.

PARKS DEPARTMENT

Parks Division

This office concurs in the reduction proposed in the Parks maintenance program. The statements as to consequence indicate quite clearly how severe the loss will be in terms of poor appearance, unacceptable conditions for activities, and in some degree, liability exposure.

Nonetheless in view of the need for reductions to offset Jarvis-Gann, this office finds it necessary to propose additional reductions. It is proposed that the Parks Department be eliminated and that the remaining maintenance obligations of the Parks Department be transferred to the maintenance division of Public Works. It is estimated that at the outset we would be able to eliminate one managerial and one clerical position as a consequence of this move. Additional reductions in the cost of managerial services may be possible by combining the Public Works field crews with the Parks field crews. However, it would be imprudent to speculate as to savings at this time. The immediate cost savings is projected at an additional \$37,000 over that projected by the Parks Department.

A further reduction in the turf maintenance program to 50 percent of the current level is proposed. This would reduce the budget by an additional \$54,000 and would eliminate three positions. The negative consequence requires no explanation.

A further reduction in irrigation system maintenance to 50 percent of its current level is proposed. This would save an additional \$58,000 and eliminate three positions. Risk of loss of landscaping and other problems resulting from malfunctions would increase dramatically.

Elimination of plant material replacement funding is proposed. This would permit an additional \$29,000 budget cut. Consequences in terms of decline of park and street landscaping is obvious.

Reduction of Civic Center landscape maintenance to 50 percent of current level is proposed. This would save an additional \$14,000 and eliminate one position.

In the opinion of this office, it will not be possible to maintain City parks in an acceptable condition if all or even a major portion of the cuts described above are instituted. For this reason, I would suggest to the Council that cuts of the type described will make it mandatory that the City dispose of some of its Parks facilities. Which facility should be sold and how much acreage must be eliminated is not yet clear. There are also complications in that the federal grant money used to acquire most of the parks precludes disposal of the properties. Nonetheless if these cuts are found to be necessary, it is my suggestion that the City must find a way to sell off its parks in order to live within its maintenance budget.

Street Tree Division

This office concurs in the reductions proposed by the department. The reduced level of maintenance on street trees will have severe consequence in terms of community appearance and in terms of municipal exposure to accidents resulting from inadequate maintenance. Nonetheless in view of the need for drastic program reductions, it appears additional cuts are necessary. It is, therefore, proposed to retain only one street tree crew and one island maintenance crew. This would save \$148,000 and eliminate six positions.

PARKS DEPARTMENT

PROGRAM WORKSHEET

Account	1978-79 Budget	GENERAL FUND BUDGET REDUCTION				Positions Remaining Reg. CETA	
		Dept. Report	City Manager	Positions Lost Reg.	CETA		
85: Parks	\$1,118,000	\$ 282,000 (p.100)	\$ 474,000 (p.96)	18	14	18	-
86: Street Trees	300,000	123,000 (p.106)	148,000 (p.97)	6	5	5	-

PARKS DEPARTMENT

1978-79 BUDGET FORECAST

SUMMARY OF HISTORICAL INFORMATION

	<u>Original Adopted Budget</u>		
	<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
PARKS DEPARTMENT			
PARKS	\$ 882,785	\$ 978,918	\$1,060,072
STREET TREES	<u>251,479</u>	<u>272,475</u>	<u>286,670</u>
TOTAL PARKS DEPARTMENT	<u>\$1,134,264</u>	<u>\$1,251,393</u>	<u>\$1,346,742</u>
NUMBER OF EMPLOYEES:			
REGULAR	<u>47</u>	<u>47</u>	<u>47</u>
CETA	<u>15</u>	<u>19</u>	<u>19</u>

DEPARTMENTAL OPERATIONS OVERVIEW

Good park maintenance is basically necessary to protect the city against liabilities, to protect our investments, to give our citizens an enjoyable place to recreate and to make our city attractive to business as well as giving our citizens parks to be proud of. Street trees and street landscaping can also be included in this philosophy. Although levels of maintenance are variable, there is always a base of acceptability to satisfy safety, use, investment protection and esthetics. Neglect of landscape care over a relative short period can be withstood without any major effect, but not if continued over a long period of time. The city has over 50,000 street trees that would eventually cost the city more money if neglected than if constantly maintained.

To reduce park maintenance, our recent efforts relate to designing less turf into new parks. We may wish to redesign our existing parks to include more forests of trees and less turf to help reduce maintenance costs further.

PARKS DEPARTMENT
PARKS DIVISION

SUMMARY OF HISTORICAL INFORMATION

		<u>Original Adopted Budget</u>		
		<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
100	Personnel Services	\$560,440	\$598,000	\$ 637,320
200	Materials & Supplies	148,325	166,900	179,690
300	Fixed Charges	161,315	194,650	222,412
400	Capital Equipment	<u>12,705</u>	<u>19,368</u>	<u>20,650</u>
	Totals	<u>\$882,785</u>	<u>\$978,918</u>	<u>\$1,060,072</u>
Number of Employees:				
	Regular	<u>36</u>	<u>36</u>	<u>36</u>
	CETA	<u>12</u>	<u>14</u>	<u>14</u>

SUMMARY OF PROGRAMS
AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

	<u>Program Costs</u>	<u>Maximum Reductions</u>
1. Turf maintenance	\$ 202,000	\$ 47,000
2. General park maintenance	199,000	44,000
3. City weed abatement and pest control spraying	65,000	13,000
4. Irrigation and drainage systems maintenance and improvements	194,000	39,000
5. Civic Center grounds maintenance	52,000	4,000
6. Plant material replacement, nursery and Nature Park	66,000	30,000
7. Park repairs, improvements and development	149,000	42,000
8. Mechanical equipment maintenance	39,000	1,000
9. Ballfields, sports fields and court maintenance	49,000	27,000

	<u>Program Costs</u>	<u>Maximum Reductions</u>
10. Open space fire breaks and security barrier maintenance	27,000	1,000
11. Department administration and park plan refinements and layouts	51,000	11,000
12. Special recreational events service	<u>25,000</u>	<u>23,000</u>
Total Estimated 1978-79 Requirements	<u>\$1,118,000</u>	
Total Reductions - All Alternatives		<u>\$282,000</u>

PARKS DEPARTMENT
PARKS DIVISION

PROGRAM ELIMINATION OR SERVICE LEVEL REDUCTION LISTING
DETAILS, RESULTS AND IMPACT FROM EACH

1. Turf maintenance. Care of all park turf, including mowing, edging, fertilizing, pest eradication, renovation and vandalism damage.

Alt. A. Reduced 2 Employees, \$2,000 parttime and material budget \$9,000, saving \$47,000.

Results: Mowing intervals stretched to two weeks, no edging, fertilizer program cut 60% and no turf aerification.

Alt. B. Reduced 1 Employees, \$2,000 parttime and material budget \$5,000, saving \$25,000.

Results: Mowing stretched on all nonsports fields, edging reduced 50%, fertilizer program cut 50% and no turf aerification on nonsports fields.

Alt. C. Reduced 0 Employees, \$2,000 parttime and material budget \$5,000, saving \$7,000.

Results: Fertilizer program cut 50% and no turf aerification on nonsports fields.

2. General park maintenance. Park cleaning, plant material care and facilities maintenance.

Alt. A. Reduced 1 Reg. 2 CETA Employees, \$16,000 parttime and material budget \$3,000, saving \$44,000.

Results: Litter and garbage pickup schedule cut in half, plant and tree care and restroom maintenance reduced 50%.

Alt. B. Reduced 2 CETA Employees, \$16,000 parttime and material budget \$3,000, saving \$25,000.

Results: Litter and garbage schedule cut 25% and plant and tree care cut 50%.

Alt. C. Reduced 2 CETA Employees, \$6,000 parttime, saving \$12,000.

Results: Litter cleanup schedule cut 25%.

3. City weed abatement and pest control spraying. Controls all city weeds on street parking strips, city property and parks, open space and street medians.

Alt. A. Reduced 2 CETA Employees, \$3,000 parttime and material budget \$4,000, saving \$13,000.

Results: Parking strips and median spray schedule cut 75%, drainage canal spraying cut 75%.

Alt. B. Reduced 2 CETA Employees, 0 parttime and material budget 0, saving \$6,000.

Results: Parking strip and median spray schedule cut 50%, drainage spraying cut 50%.

4. Irrigation and drainage systems maintenance and improvements. Repairs breaks, overhauls systems, operates systems, programs controllers, maintains pump and wells, makes additions to upgrade systems.

Alt. A. Reduced 1 Reg. 2 CETA Employees, 0 parttime and material budget \$15,000, saving \$39,000.

Results: No depreciation work on systems, no expansions, operations checking schedule cut 50%, poor response to irrigation malfunction complaints, no work for other departments.

Alt. B. Reduced 2 CETA Employees, 0 parttime and material budget \$10,000, saving \$16,000.

Results: No depreciation work on systems, no expansions, malfunction response cut by 25%, no work for other departments.

Alt. C. Reduced 2 CETA Employees, 0 parttime and material budget \$5,000, saving \$11,000.

Results: No depreciation or expansion of systems and no work for other departments.

5. Civic Center grounds maintenance. Cleaning grounds, care of plant material and house plants.

Alt. A. Reduced 0 Employees, \$3,000 parttime and material budget \$1,000, saving \$4,000.

Results: Landscape maintenance schedule cut 20% and bedding plants reduced 75%, house plant care cut 50%.

6. Plant material replacement, nursery and Nature Park. Plant and tree replacements in all parks, tree and plant holding area and Nature Park maintenance and development.

Alt. A. Reduced 1 Reg. 1 CETA Employees, \$3,000 parttime and material budget \$5,000, saving \$30,000.

Results: Plant replacements cut 75%, quantity purchase benefits lost, Nature Park care cut 50% and no improvements to Nature Park.

Alt. B. Reduced 1 CETA Employee, \$2,000 parttime and material budget \$3,000, saving \$8,000.

Results: Nature Park care cut 10% and no Nature Park improvements, plant replacements cut 50%.

7. Park repairs, improvements and development. Heavy equipment work repairing parks, paths, roadways, rustic facilities, fences, play apparatus, creek work, grading and new park development.

Alt. A. Reduced 2 Employees, 0 parttime and material and acquisition budget \$4,000, saving \$42,000.

Results: Park repairs cut 50% and no new park development or equipment.

Alt. B. Reduced 1 Employee, 0 parttime and acquisition budget \$2,000, saving \$21,000.

Results: No new park development.

8. Mechanical equipment maintenance. Lawn mower, park and turf equipment and chain saw repair and maintenance.

Alt. A. Reduced 0 Employees, 0 parttime and material budget \$1,000, saving \$1,000.

Results: No shop equipment replacements.

9. Ballfields, sports fields and court maintenance. Field preparations for league play and tennis court maintenance.

Alt. A. Reduced 1 Employees, \$5,000 parttime and acquisition and material budget \$3,000, saving \$27,000.

Results: Ballfield and sports field maintenance cut 75%, leagues must prepare own fields or pay fee, tennis court maintenance cut 75%.

Alt. B. Reduced 0 Employees, \$18,000 parttime and acquisition and material budget \$3,000, saving \$21,000.

Results: Ballfield and sports field maintenance cut 50%, leagues must be charged fee, courts service cut 50%.

10. Open space fire breaks and security barrier maintenance. Heavy tractor discing in open space and barrier repairs.

Alt. A. Reduced 0 Employees, 0 parttime and material budget \$1,000, saving \$1,000.

Results: No equipment improvements.

11. Department administration and park plan refinements and layouts. Department administration, public relations, interdepartment projects, parks, street tree and city landscape planning, park plan refinements and construction layouts.

Alt. A. Reduced 1 CETA Employee, 0 parttime, saving \$11,000.

Results: No park plan refinements or construction layouts.

12. Special recreational events service. Set up for craft fairs, swim meets and other recreational events.

Alt. A. Reduced 1 Reg. 1 CETA Employee, 0 parttime and acquisition budget \$1,000, saving \$23,000.

Results: Special events service cut 90%, no acquisitions.

Alt. B. Reduced 1 CETA Employee, 0 parttime and acquisition budget \$1,000, saving \$4,000.

Results: Special events service cut 50%, no acquisitions.

PARKS DEPARTMENT
STREET TREE DIVISION

SUMMARY OF HISTORICAL INFORMATION

		<u>Original Adopted Budget</u>		
		<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
100	Personnel Services	\$162,204	\$179,500	\$183,890
200	Materials & Supplies	33,335	39,035	41,420
300	Fixed Charges	50,940	52,290	60,660
400	Capital Equipment	<u>5,000</u>	<u>1,650</u>	<u>700</u>
	Totals	<u>\$251,479</u>	<u>\$272,475</u>	<u>\$286,670</u>
Number of Employees				
Regular		<u>11</u>	<u>11</u>	<u>11</u>
CETA		<u>3</u>	<u>5</u>	<u>5</u>

SUMMARY OF PROGRAMS
AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

	<u>Program Costs</u>	<u>Maximum Reductions</u>
1. Street tree maintenance in residential areas	\$ 85,000	\$ 30,000
2. Street tree maintenance on major streets and commercial areas	86,000	31,000
3. Street tree planting, mechanical tree moving, memorial trees and contract planting inspection	14,000	10,000
4. Street tree removal and tree maintenance on miscellaneous city property and easements	49,000	20,000
5. Street island landscape maintenance	<u>66,000</u>	<u>29,000</u>
Total Estimated 1978-79 Requirements	<u>\$300,000</u>	
Total Reductions - All Alternatives		<u>\$123,000</u>

PARKS DEPARTMENT
STREET TREE DIVISION

PROGRAM ELIMINATION OR SERVICE LEVEL REDUCTION LISTING
DETAILS, RESULTS AND IMPACT FROM EACH

1. Street tree maintenance in residential areas. Clearance and structural pruning, safety cabling and disease control pruning.

Alt. A. Reduced 1 Req. 1 CETA Employees, \$3,000 parttime and acquisition budget \$5,000, saving \$30,000.

Results: No disease control pruning, structural pruning cut 75%, clearance program cut 50%, no new equipment.

Alt. B. Reduced 1 CETA Employee, \$3,000 parttime and acquisition budget \$5,000, saving \$11,000.

Results: Disease and structural pruning reduced 50%, clearance cut 25% and no new equipment.

Alt. C. Reduced 0 Employees, \$3,000 parttime and acquisition budget \$5,000, saving \$8,000.

Results: Disease and structural pruning reduced 25% and no new equipment.

2. Street tree maintenance on major streets and commercial areas. Complete care including tank truck watering of all trees.

Alt. A. Reduced 1 Req. 1 CETA Employees, \$4,000 parttime and acquisition budget \$5,000, saving \$31,000.

Results: Disease and structural pruning cut 75%, clearance program cut 50%, tank truck water cut 50% and no new equipment.

Alt. B. Reduced 1 CETA Employee, \$3,000 parttime and acquisition budget \$5,000, saving \$11,000.

Results: Disease and structural pruning cut 50%, clearance programs cut 25%, tank truck water cut 50% and no new equipment.

Alt. C. Reduced 0 Employees, \$3,000 parttime and acquisition budget \$5,000, saving \$8,000.

Results: Tank truck water cut 50% and no new equipment.

3. Street tree planting, mechanical tree moving, memorial trees and contract planting inspection. All new and replacement tree planting, donation tree moving and planting and inspection of tree planting in subdivisions and commercial areas.

Alt. A. Reduced 2 CETA Employees, \$500 parttime and material budget \$3,000, saving \$10,000.

Results: No new street planting and 50% cut in replacements, no accepting tree donations with tree spade.

Alt. B. Reduced 2 CETA Employees, 0 parttime, saving \$6,000.

Results: No new planting of trees.

4. Street tree removal and tree maintenance on miscellaneous city property and easements.

Alt. A. Reduced 1 Employee, \$500 parttime, saving \$20,000.

Results: Stump removal cut 50%, trees maintenance on miscellaneous property and easements cut 50%.

5. Street island landscape maintenance. Complete care of all landscaped street islands.

Alt. A. Reduced 1 Reg. 1 CETA Employees, \$1,600 parttime and acquisition and material budget \$1,000, saving \$29,000.

Results: Island maintenance cut 50% and no island improvements and no new equipment.

Alt. B. Reduced 1 CETA Employee, \$600 parttime and acquisition and material budget \$1,000, saving \$5,000.

Results: No island improvements and no new equipment.

PUBLIC WORKS DEPARTMENT

Administrative Division

This office concurs in the reductions proposed by the department. Assuming that the reductions proposed in other divisions of Public Works are instituted, it appears that this division can be reduced as is proposed. It is clear, however, that a lower level of service to those persons who must deal with Public Works will be a consequence.

Engineering Division

The Council will note the proposal that engineering and construction fees be increased to raise an additional \$90,000 in revenue. This increase, as was the case with a similar proposal in the Planning office, will create a lot of difficulty for both the City and for developers in collecting fees under certain circumstances where none have been collected in the past. Nonetheless in view of the need to offset revenue loss, the increase is recommended.

This office disagrees that the City may safely reduce its budget to the Traffic Engineering function by \$41,000. It is my opinion that the liability exposure related to traffic signal malfunction is too great to risk this much reduction. It is recommended that the department's alternate "A" proposal to reduce the budget by \$11,000 may be considered without unreasonable risk, and this is one of the bases for the different recommendation on budget reduction by this office.

This office also disagrees that the projects operations of the Engineering office can function adequately with no budget from the General Fund. The experience of many years convinces me that this will not be practical. For this reason, I am proposing \$6,000 less savings in this area than was suggested by the department. As was the case in the Planning office, there will be a multitude of negative consequences from the reductions that are proposed in engineering services. Certainly on this list would be the reduction of the quality of plan review activity, delays, increased chance for error, and poorer service to persons who are paying greatly increased fees for the service.

Street Lighting

The maximum reduction proposed by the department is to turn out two-third's of the street lights in the City. In my opinion, the Council would find this impossible to do because of the liability and exposures that would be created. It is believed that a number of street lights can be turned out. The number is difficult to predict with any accuracy. With this in mind, I have supported the department's alternate "A" which calls for the elimination of half the street lights in the city. Even this figure is problematic and may not be obtainable. It is for this reason that my projection of budget savings is \$90,000 less than that proposed by the department.

Operations Division Administration

This office confirms the recommendations of the department for budget reduction. The consequences in terms of program loss are adequately explained by the department.

Traffic Safety

This office does not concur that the city may safely reduce its program for installation and markings on streets to the degree suggested by the department. It is for this reason that I have projected a figure \$12,000 less than that proposed by the department. In either case, the reductions in the Traffic Safety program will increase the liability exposures related to our streets system. In many respects, the additional exposure will not be immediate, but will become apparent as time passes.

Street Maintenance

This office supports the budget reductions proposed by the department. The concerns in terms of consequences expressed by the department are serious and should be carefully reviewed by the Council. The Council should also have concern that the proposed change from the overlay program to a cap seal will produce a poorer quality street surface. This may not be a serious problem in the first year, but as time progresses it could have a serious negative effect on the quality of our street system. To achieve still further cuts necessary to offset Jarvis-Gann, this office proposes a further reduction of \$143,000 by eliminating all preventative maintenance and providing repair (pot hole) services only. The consequence in terms of street deterioration would be severe and would begin to occur on a massive scale next winter.

Street Cleaning

This office concurs in the recommendations made by the department.

Drainage and Sidewalks

This office does not concur with the department with respect to the elimination of the sidewalk repair program. However, having said that I am faced with the dilemma to know how much of the budget cuts should be restored and where we would find the money to restore the program. It is true that until the CETA program came into being we had little or no continuing sidewalk repair effort and the department's proposal would simply return us to that situation. Out of concern for this liability exposure, I have reduced the amount of cut proposed by the department by \$3,000 realizing at the same time that to provide assurance that there will be some reasonable degree of sidewalk maintenance, a greater amount must be committed than this.

Electrical/Mechanical

This office cannot agree that the cuts proposed by the department for mechanical equipment maintenance may be safely assumed. The long term history of maintaining this equipment in City buildings indicates that units will wear out and will have to be replaced. To remove the budget for these replacements is shortsighted and unrealistic. The same comment can be made for the budgets to repair heating and air conditioning and plumbing equipment. With this in mind, I am proposing a cut that is \$12,000 less than that proposed by the department for these items. Even with this adjustment, it will be clear from a reading of the department report that the City will be assuming considerable additional exposure by a reduction of this operation's budget. Nonetheless, the need for reductions dictates that I suggest another cut. It is suggested that you close down operation of 20 traffic signals, permitting the reduction of one electrician and a \$22,000 budget savings. Consequence to traffic flow would be severe, and liability exposure may be a problem.

Buildings and Lands

This office does not concur that it is possible to cut the maintenance of buildings and land as much as is proposed by the department. As with the preceding discussion, the question at issue is the amount of money that must be in the budget to take care of unforeseen and unforeseeable expenses within any budget year. Based upon my experience

in budget administration, I have reduced their proposed cut by \$12,000. To offset this factor, and to satisfy the need for further cuts, a further reduction in the level of custodial services is proposed. It is proposed that we eliminate one regular and two CETA positions for a savings of \$19,000. Building cleanliness will be greatly reduced, and there may be sanitation problems.

Equipment Maintenance (Auto Shop)

The department has proposed budget reductions based upon the assumption that there will be a 20 percent reduction in the size of the City's vehicle fleet. While neither the department nor I are sure as to the amount of fleet reduction, I concur with their estimate as to the amount of reduction that can be assumed.

Building Division

As has been previously stated, this division generates sufficient revenues now to offset all of its direct expenses. With a proposed increase in the fee schedule to coincide with the UBC schedules, we can project sufficient revenues to cover both direct and indirect expenses. Nonetheless, the department has proposed a reduction in staffing in the area of responding to citizens' complaints and requests for code enforcement. This office concurs in this reduction in view of the need to offset revenue loss to City operations generally.

PUBLIC WORKS DEPARTMENT

PROGRAM WORKSHEET

Account	1978-79 Budget	GENERAL FUND BUDGET REDUCTION				Positions Remaining Reg. CETA	
		Dept. Report	City Manager	Positions Lost Reg.	CETA		
100: Administration	\$ 149,000	\$ 18,000 (p.119)	\$ 18,000 (p.109)	1	1	4	1
110: Engineering	853,000	152,000 (p.121)	116,000 (p.109)	3	3	29	2
117: Maintenance Administration	112,150	28,000 (p.129)	28,000 (p.110)	1	1	4	1
120: Traffic Safety	186,000	70,000 (p.131)	58,000 (p.110)	1	4	4	1
130: Street Lighting	550,000	365,000 (p.126)	275,000 (p.110)	-	-	-	-
132: Street Maintenance	643,400	170,000 (p.134)	313,000 (p.110)	-	14	10	6
134: Street Cleaning	98,950	61,000 (p.137)	61,000 (p.111)	1	1	1	-
136: Drainage and Sidewalks	79,000	61,000 (p.139)	58,000 (p.111)	-	(14)	(10)	(6)
140: Electrical/Mechanical	343,000	62,000 (p.141)	72,000 (p.111)	-	2	6	2
150: Building & Lands	426,500	76,000 (p.143)	83,000 (p.111)	2	3	12	4
160: Corp-Yard Shop	197,800	35,000 (p.146)	35,000 (p.112)	1	3	7	1
195: Building Inspection	271,518	17,000 (p.148)	17,000 (p.112)	1	-	11	1

PUBLIC WORKS DEPARTMENT

1978-79 BUDGET FORECAST

SUMMARY OF HISTORICAL INFORMATION

	<u>Original Adopted Budget</u>		
	<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
PUBLIC WORKS			
PUBLIC WORKS ADMINISTRATION	\$ 108,229	\$ 129,645	\$ 145,540
ENGINEERING	686,706	719,615	809,800
MAINTENANCE ADMINISTRATION	92,610	115,555	142,575
TRAFFIC SAFETY	328,585	185,440	207,780
STREET LIGHTING	321,000	371,000	476,000
STREET MAINTENANCE	689,440	565,475	528,575
STREET CLEANING	29,340	68,465	86,855
DRAINAGE	28,600	53,260	44,400
ELECTRICAL-MECHANICAL MAINT.	--	297,930	338,920
BUILDING & LANDS	399,575	354,190	382,085
CORP YARD - SHOP	168,053	199,345	215,608
BUILDING DIVISION	<u>272,660</u>	<u>284,899</u>	<u>285,855</u>
TOTAL PUBLIC WORKS	\$3,124,798	\$3,344,819	\$3,663,993
NUMBER OF EMPLOYEES:			
Regular	<u>98</u>	<u>96</u>	<u>98</u>
CETA	<u>30</u>	<u>30</u>	<u>50</u>

DEPARTMENTAL OPERATIONS OVERVIEW

The Public Works Department constructs and maintains streets, storm drains, sanitary sewers, city buildings and structures and city vehicles. It is estimated that we are responsible for maintenance of physical assets worth \$500 million. Each year we construct projects valued at 2 to 5 million dollars. We also inspect all buildings in the city to require construction in accordance with health and safety codes.

The direct and indirect costs of our building inspection program including clerical support is covered by fees. However, the fees do not quite cover all other city overhead costs. We are proposing to adopt the 1976 Uniform Building Code very soon and at that time will be recommending adjusting the fees as provided in that code. The adjustment will then fully support the building inspection program and the applicable city overhead costs. The fees would still be in line with charges by other jurisdictions in this area.

When engineering fees for checking development plans were adopted they were not set high enough to fully cover our costs. Consideration should be given to adjusting those fees. It is our experience that developers would rather pay additional fees than suffer losses sustained because of delays in plan checking.

We have enough non-general funded public projects programmed or committed to keep us busy for the next several years. Attached is a list showing those projects. Many of the projects involve matching city funds and the abandonment of a project could result in a general fund savings but it would be at a loss of 100 to 400% of grant funds. We propose to charge as much preplanning and programming services as legitimately possible to individual projects. When we do this it is with the recognition that it will reduce the overall amount available for capital improvement projects.

DEPARTMENTAL OPERATIONS OVERVIEW

Since 1973-74 fiscal year we have increased our permanent maintenance personnel from 48 to 50. We have only been able to do that and maintain a high level of service because, since that time, we have acquired 44 CETA employees. In the last 2 years our maintenance budget has increased less than 5% each year, less than the annual inflationary rate. In the last several years we have developed sophisticated preventative maintenance programs which we believe are the most cost effective way to maintain our assets of \$500 million. Although it is possible to make immediate reductions we believe they will be at the expense of the future. We have shown those possible reductions.

The reduction of buildings and vehicle maintenance is also contingent upon reductions made in the number of buildings and vehicles maintained. At this stage of budget forecast we have not tried to speculate on those reductions. However, when you or Council wish to consider the elimination of any city buildings or vehicles we will be prepared to give you a maintenance forecast of the results.

There are a few programs which could be reduced without incurring future maintenance liabilities. Street lights could be turned off and later be turned back on without added cost. The same is true for street sweeping beyond that needed for drainage. Safety or health factors are judgmental in both these areas but we have suggested the maximum reductions possible in those programs.

The maximum reduction suggested for street lighting provides for a street light at each street intersection. The maximum reduction suggested for street sweeping provides for sweeping prior to the rainy season to prevent local flooding due to clogged drains. However, based on service requests we receive for both street lights and street sweeping the public may not be ready to accept the maximum reduction. We have not however attempted to evaluate public acceptance.

The effect of reduction of staff services to Public Works from other Departments has not been evaluated because of the number of possibilities. We have not tried to speculate on which services might be reduced or eliminated. As such reductions are seriously considered by you or City Council, we will be able to respond to their effect on the Public Works Department.

We have not attempted to show reductions in the sewer enterprise. These funds are not related to the property tax and the services provided are either mandated or health related. We will develop our budget using the preliminary budget for 1978-79 adopted by City Council in December. We will continue to charge the sewer enterprise for as much staff work as legitimately possible. If necessary or desirable the annual sewer service charges can be adjusted even higher than provided for in the sewer financial study.

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LEGEND

Right of way
Design
Construction

NO.	PROJECT	REMARKS																								
			Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
223	CLAYTON WP Rd VIC SR 242	FAU Funds																								
307	DETROIT AVE MON. BL. to CLAYTON RD	St. Bond Funds																								
312	P. C. Hwy - OLIVERA RD. INTERSECTION	St. Bond Funds																								
314	STATE RAMP PROJECT W.P. Rd. @ S.R. 680	FAU Funds																								
320	BARTD BUSWAY & PARKING	FAU Funds																								
358	"TRAILS TO BARTD" BIKEWAY	FED. GRANT																								
422	W.P. Rd. MARKET St. to SR 680	FAU Funds																								
424	DIAMOND BL. @ W. C. CHANNEL - BARRIERS	FED. SAFETY GRANT																								
465	Y. V. Rd. @ GALINDO CR. BARRIERS	FED. SAFETY GRANT																								
466	BAILEY RD. @ MYRTLE DR. - WIDENING	FED. SAFETY GRANT																								
468	MON. BL. @ VIRGINIA SIGNALS	FED. SAFETY GRANT & ST. BOND FUNDS																								
481	Y. V. Rd. w. of ALBERTA emer. repairs																									

[illegible]

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PUBLIC WORKS DEPARTMENT
ADMINISTRATION DIVISION

SUMMARY OF HISTORICAL INFORMATION

		Original Adopted Budget		
		1975-1976	1976-1977	1977-1978
100	Personnel Services	\$ 89,520	\$107,325	\$111,490
200	Materials & Supplies	4,424	4,890	11,465
300	Fixed Charges	13,535	15,920	18,990
400	Capital Equipment	<u>750</u>	<u>1,510</u>	<u>3,595</u>
Totals		<u>\$108,229</u>	<u>\$129,645</u>	<u>\$145,540</u>
Number of Employees:				
	Regular	<u>6</u>	<u>4</u>	<u>5</u>
	CETA	<u>1</u>	<u>1</u>	<u>1</u>

SUMMARY OF PROGRAMS
AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

	Program Costs	Maximum Reductions
1. Admin. Support for Non-General Funded Programs	\$ 88,300	\$ -0-
2. Admin. Support for General Programs	29,000	7,500
3. Admin. Support for Assessment District Programs	12,000	4,500
4. Admin. Support for Annexation Programs	11,500	2,500
5. Admin. Support for Property Management	8,000	3,500
6.		
7.		
etc.		
Total Estimated 1978-79 Requirements	<u>\$ 148,800</u>	
Total Reductions - All Alternatives		<u>\$ 18,000</u>

1. ADMINISTRATIVE SUPPORT FOR NON-GENERAL FUNDED PROGRAMS:

Supervision, clerical and technical support for the engineering project, building inspection and sewer enterprise.

We are not proposing any reductions, as there are no general fund savings.

2. ADMINISTRATIVE SUPPORT FOR GENERAL PROGRAMS:

Supervision of all divisions and clerical support; administration of personnel policies and safety; coordination with other departments.

Reductions: $\frac{1}{4}$ employee Savings: \$7,500

3. ADMINISTRATIVE SUPPORT FOR ASSESSMENT DISTRICT PROGRAMS:

Administrative and clerical support to administer the policies of of the City in regards to assessment district formations.

Reductions: $\frac{1}{4}$ employee Savings: \$4,500

4. ADMINISTRATIVE SUPPORT FOR ANNEXATION PROGRAMS:

To administrate the policies of the City in regards to annexations.

Reductions: $\frac{1}{4}$ employee Savings: \$2,500

5. ADMINISTRATIVE SUPPORT FOR PROPERTY MANAGEMENT:

Administrative support for City programs in property management.

Reductions: $\frac{1}{4}$ employee Savings: \$3,500

The above indicates the reduction of one employee from the clerical staff. The clerical staff operates as one unit with responsibilities for building inspections engineering divisions; general receptionist at counter and phones; schedules building and construction inspections. The reduction will result in generally lowering of responses to the public, developers, contractors and to the administrative staff.

PUBLIC WORKS DEPARTMENT
ENGINEERING DIVISION

SUMMARY OF HISTORICAL INFORMATION

		<u>Original Adopted Budget</u>		
		<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
100	Personnel Services	\$ 539,880	\$560,010	\$620,411
200	Materials & Supplies	50,056	44,910	46,200
300	Fixed Charges	93,210	107,895	130,189
400	Capital Equipment	<u>3,560</u>	<u>6,800</u>	<u>13,000</u>
Totals		<u>\$ 686,706</u>	<u>\$719,615</u>	<u>\$809,800</u>
Number of Employees:				
	Regular	<u>29</u>	<u>30</u>	<u>31</u>
	CETA	<u>2</u>	<u>4</u>	<u>4</u>

SUMMARY OF PROGRAMS
AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

	<u>Program Costs</u>	<u>Maximum Reductions</u>	
1. TRAFFIC ENGINEERING	\$ 77,000	\$ 41,000	(ALT A+B)
2. CURRENT DEVELOPMENT	126,000	104,000	(ALT A+B)
3. P.W. PLANNING & PROGRAMMING	55,000	29,000	(ALT C)
4. CONST. INSP. SUBDIVISIONS & DEVELOPMENTS	139,000	54,000	
5. ENCROACHMENT PERMIT INSPECTIONS	28,000	-0-	
6. SURVEYING-PROJECTS	43,000	-0-	
7. SURVEYING-HORIZONTAL & VERTICAL CONTROL	8,000	8,000	
8. PROJECTS - STREETS	305,000	-0-	
9. " - STORM DRAINS	13,000	-0-	
10. " - SEWERS	4,000	-0-	
11. " - BUILDINGS	56,000	6,000	
Total Estimated 1978-79 Requirements	<u>\$853,000</u>		
Total Reductions - All Alternatives		<u>\$242,000</u>	

Public Works Department
Engineering Division
Service Level Reduction Listing

1. Traffic Engineering

Functions: Major street operations - signal timing, traffic safety, channelization; traffic planning; signal design; neighborhood traffic and parking issues; surveys and traffic counts

Present Staff: Traffic Engineer, Traffic Tech, \$7500 parttime budget, 1/3 Assoc. Engineer, & 10% Asst. City Engineer

Reduction
Alternate A: Eliminate the Assoc. Engineer's 1/3 time (other 2/3 time for Public Works Maintenance)

General Fund Savings: \$11,000

Impact: Minimize city staffwork re AC Transit; refer all bus matters to AC and completely rely on them (15⁺ complaints each month; operations evaluation and change proposals; route planning; bus stop locations).

Have consultants do all signal design (already having them do some) and charge to Street Program; reduce street funds available for other projects.

Reduction
Alternate B: Eliminate Traffic Tech and charge \$7500 parttime costs to "gas tax-engineering" funds.

General Fund Savings: \$30,000

Impact: Traffic Engineer focus on citizen complaints and traffic safety issues, spend about 75% less time on major street operations, stop signal design and traffic planning (use consultants and charge to Street Program). Parttime techs make speed surveys needed for Police Department to enforce speed limits; make traffic counts needed for Traffic Engineer to respond to issues, and keep accident records needed for street grant requests.

Indirect Impact: "Gas tax-Engineering" funds presently help pay for street planning; reduce that work accordingly, or fund it with street program funds. Reduce funds available for other projects.

2. Current Development

Function: Establish engineering requirements; check subdivision maps and improvement plans - all developments; issue encroachment and grading permits; give information

Current Development
(Cont'd.)

about streets, sewers, and drainage; review street lighting plans and requests.

Present Staff:

Assoc. Engineer, Asst. Engineer, Sr. Tech, 2-Eng. Tech, and 20% Asst. City Engineer

Reduction
Alternate A:

Transfer Assoc. Engineer to engineering design and construction section to do projects which are covered by special funds (like street & Community Development). Use $\frac{1}{2}$ time of Asst. Engineer now in PW Planning for Current Development. Change plan checking concepts and methods to use less staff time; increase accountability of developers and their engineers. Division Head directly supervise current development staff.

General Fund Savings:

\$14,000

Impact:

Design and construct some specially funded projects that are budgeted and authorized for construction, but are unscheduled due to lack of staff.

Reduce PW Planning staff time by 25%. Focus on construction programming and seeking grant funds. Don't do preliminary street plans until projects are budgeted. Reduce staff time on regional issues (solid waste, ABAG, MTC) and long range policy plans.

Try to speed up plan checking response time - at least retain present level. More development construction problems may occur.

Reduction
Alternate B:

Raise developers fees to cover all program costs.

General Fund Savings:

\$90,000

Impact:

Fees presently cover about 30% of program costs. When the City Council established the fees (in 1974), they were not planned to cover all costs. The intent was that developers should fully pay for engineering staff costs during a project's implementation phase (final map and improvement plans), but the developers and the community should equally share engineering staff costs during a project's conceptual phase (use permit or tentative map). To cover all program costs, fees would have to be raised about \$100 per living unit.

3. PW Planning & Programming

Functions:

Develop policy/master plans for streets, sewers, and storm drains; make construction grant requests for public works projects; make cost estimates and pro-

PW Planning & Programming (Cont'd.)

ject evaluations for City's own capital programs (C.I.P., C.D., and Redevelopment); maintain Street Construction program; react to development proposals - interpret policy and make it more specific; coordinate with other agencies; PW planning and programming.

Present Staff:

Asst. Eng., Jr. Planner (CETA), and 70% Asst. City Engineer

Reduction Alternate A:

Same as Current Development Alternate A.

Reduction Alternate B:

Charge all possible staff costs to special funds (like street bond, gas tax, sewer, drainage, Community Development). Have Jr. Planner (CETA) do all projects which must be General Fund charges. Use $\frac{1}{2}$ time of Asst. Engineer for Current Development instead of PW Planning (per Alternate A).

General Fund Savings:

\$5,000

Impact:

Same as Alternate A.

Indirect Impact:

Reduce special funds available for other projects.

Reduction Alternate C:

Eliminate Asst. Engineer and Jr. Planner. Maximum reduction to be able to do any PW Planning.

General Fund Savings:

\$29,000

Impact:

Focus on reacting to development prooposals. Reduce staffwork on construction programming. Stop staffwork on policy planning - use consultants and charge to special funds. Reduce special funds available for other projects. Minimize coordination with other agencies - just coordinate with their programming, not their policy planning. If Planning Department's program's not reduced, PW won't be able to keep up. React to development proposals more slowly. Increase risk - make decisions with less analysis. Lose \$10,000 CETA funds.

4. Construction Inspection - Subdivisions & Developments

This presently has 5 construction inspectors assigned to it in addition to an allowance for supervisory time. It is 70% supported by fees paid by developers as a requirement of their approval. It is recommended that the fees be increased to eliminate this subsidy by the general fund of this service.

The alternative of eliminating two construction inspectors (\$54,000) and reducing the level of service to match the fees collected will result in the city accepting sub standard public improvements with resultant increased maintenance obligations to the City.

5. Encroachment Permit Inspections - This presently has one construction inspector assigned to is in addition to an allowance for supervisory time. It is fully supported by fees paid by permittees working within the public right of way. It is recommended that no changes be made as this has no overall effect on the general fund budget.
6. Surveying - Projects - This represents the portion of the City's survey crew doing work on projects funded by revenue sources other than general fund - such as FAU, Gas Tax, Street Bonds, MTC, Community Development, Drainage Zones and Sewer Enterprise. It is recommended that processes be assured which recover not only the direct salary costs but the salary overhead amounts from these grant sources insofar as legally possible. The foregoing of these funds for city staff costs would also result in the loss of the construction funds.
7. Surveying - Horizontal and Vertical Control Program - This represents approximately an \$8,000 cost to the general fund to match a CETA project program. This program could be eliminated to save these funds.
Loss of 20,000 CETA funds
8. Projects - Streets - This is the total staff costs to do construction work associated with Federal Highway Administration, State Gas Tax and Street Bond projects. Insofar as the direct salary costs are charged to these grant funds. There is little impact on the general fund. Processes should be implemented to recover overhead salary costs insofar as legally possible. The alternative of foregoing these funds for city staff costs would also result in the loss of the construction funds.
9. Projects - Storm Drains - This is the total staff costs to do construction work associated with the city drainage time funds. Insofar as the direct salary costs are charged to these projects there should be little impact on the general fund. Processes should be implemented to recover all salary costs.
10. Projects-Sewers - This is the total staff costs to do construction work associated with the City Sewer Enterprise. Insofar as the direct salary costs are charged to these projects, there should be little impact on the general fund. Processes should be implemented to recover all salary costs insofar as possible.
11. Projects-Buildings - This is the total staff costs to do construction work associated with city general fund, Community Development and Economic Development Agency projects. Insofar as the direct salary costs are charged to these grant funds, there is little impact on the general fund. Processes should be implemented to recover overhead salary costs insofar as legally possible. The alternative of foregoing these funds for city staff costs would also result in the loss of the construction funds.

The portion of projects funded entirely by city general funds could be eliminated for a savings of \$6,000.

PUBLIC WORKS DEPARTMENT
STREET LIGHTING DIVISION

SUMMARY OF HISTORICAL INFORMATION

	<u>Original Adopted Budget</u>		
	<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
100 Personnel Services	\$	\$	\$
200 Materials & Supplies			
300 Fixed Charges	320,000	370,000	475,000
400 Capital Equipment	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
Totals	<u>\$ 321,000</u>	<u>\$ 371,000</u>	<u>\$ 476,000</u>
Number of Employees:			
Regular	_____	_____	_____
CETA	_____	_____	_____

SUMMARY OF PROGRAMS
AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

	<u>Program Costs</u>	<u>Maximum Reductions</u>
1. STREET LIGHTING	\$ 550,000	\$ 365,000 (ALT. B)
2.		
3.		
4.		
5.		
6.		
7.		
etc.	_____	_____
Total Estimated 1978-79 Requirements	<u>\$ 550,000</u>	
Total Reductions - All Alternatives		<u>\$ 365,000</u>

Public Works Department
Street Lighting
Service Level Reduction

Reduction:
Alternate A

Turn off 1/2 of the lights.

General Fund Savings:

\$275,000

Impact:

Night time burglaries, vandalism, and traffic accidents may increase. City's exposure to law-suits may increase. For lights installed within last 5 years, PG&E may charge (a) labor cost to turn off lights, and (b) balance of original installation cost not recovered yet. Unclear if PG&E really will charge, or if City's really obligated to pay.

Reduction:
Alternate B

Retain only street intersection lights - turn off all others (total 2/3 ⁺ turned off).

General Fund Savings:

\$365,000

Impact:

Like Alternate A - perhaps more severe night time assaults may also increase.

PUBLIC WORKS DEPARTMENT
OPERATIONS AND MAINTENANCE DIVISION
1978=9 BUDGET FORECAST
SUMMARY OF HISTORICAL INFORMATION

	Original Adopted Budget		
	<u>1975=76</u>	<u>1976=77</u>	<u>1977=78</u>
PUBLIC WORKS			
MAINTENANCE ADMINISTRATION	\$ 92,610	\$ 94,555*	\$ 111,075*
TRAFFIC SAFETY	328,585	185,440	207,780
STREET MAINTENANCE	689,440	565,475	528,575
STREET CLEANING	29,340	68,465	86,855
DRAINAGE	28,600	53,260	44,400
ELECTRICAL/MECHANICAL MAINT.	=====	297,930	331,420*
BUILDINGS & LANDS	399,575	354,190	382,085
CORP YARD = SHOP	168,053	199,345	215,608
TOTAL PUBLIC WORKS	\$1,736,203	\$1,818,660 +4.8%	\$1,907,798 +4.9%
NUMBER OF EMPLOYEES :73=74 (Pre=CETA)			
Regular	48	50	50
CETA		26	44
CIP MATERIALS BUDGET	\$169,527	\$190,000	\$ 162,000
CETA MATERIALS BUDGET	\$ =0=	\$ =0=	\$ (147,000)
SEWER ENTERPRISE REIMBURSEMENT	\$ =0=	\$ 21,000	\$ (39,000)*

DEPARTMENTAL OPERATIONS OVERVIEW

The Operations and Maintenance Division of Public Works is responsible for the condition of City owned or controlled public assets which have a current replacement value of one half a billion dollars. The primary function of this division is to deter or prevent the deterioration of these assets. This division has been able to steadily increase its production and quality of work while keeping its budget increases well below the rate of inflation (4.8% average). If any of this division's scheduled maintenance programs were to be curtailed or significantly reduced, the apparent savings of today dollars would be offset ten times by the ultimate repair costs in the dollars of tomorrow.

This division has managed to accomplish large scale maintenance and repair projects which have restored most of the City's rundown assets to a condition of as good as new largely because of the labor force made available by CETA and the additional materials monies from the C.I.P. and CETA budgets. Should either CETA or C.I.P. funds and labor stop, this division would be unable to undertake any further large scale maintenance and repair projects and revert to the pre-CETA programs of emergency repairs, scheduled minor repairs and scheduled preventive maintenance and inspection.

It is very doubtful the division's regular work force would be able to do much more than a holding effort unless some additional regular positions and large amounts of part-time hours could be allowed for seasonal work. It should be noted that for the last two budget years, three of the street crews regular positions have been funded from 073=the Public Works Employment Act.

Note:

Est. Line Budget = 1978=79 = \$1,986,900.00 = 4.1% over 1977/78
 Sewer Reimbursable = \$46,000.00

PUBLIC WORKS DEPARTMENT

117 Operations & Administration
Section

SUMMARY OF HISTORICAL INFORMATION

		Original Adopted Budget	
	<u>1975=76</u>	<u>1976=77</u>	<u>1977=78</u>
100 Personnel Services	\$ <u>65,070</u>	\$ <u>74,100</u>	\$ <u>106,920</u>
200 Materials & Supplies	<u>9,800</u>	<u>13,040</u>	<u>12,150</u>
300 Fixed Charges	<u>11,940</u>	<u>14,315</u>	<u>20,055</u>
400 Capital Equipment	<u>5,800</u>	<u>14,100</u>	<u>3,450</u>
Totals	\$ <u>92,610</u>	\$ <u>115,555</u>	\$ <u>142,575</u>
		<u>=21,000</u>	<u>=31,500</u>
		\$94,555	\$111,075

Number of Employees: 73=74
(Pre=CETA)

	<u>3</u>	<u>4</u>	<u>4</u>	<u>5</u>
		<u>=0=</u>	<u>=0=</u>	<u>1</u>
Regular CETA				
CIP MATERIALS BUDGET	\$ 0	\$ =0=	\$ =0=	\$ =0=
CETA MATERIALS BUDGET	\$ =0=	\$ =0=	\$ =0=	\$ =0=
SEWER ENTERPRISE REIMBURSEMENT	\$ =0=	\$ <u>21,000</u>	\$ <u>35,500</u>	

SUMMARY OF PROGRAMS
AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978=79

	Program Costs	Maximum Reductions
1. Administrative/Supervision Services	\$ <u>37,550</u>	\$ <u>=0=</u>
2. Scheduling Operation	<u>50,800</u>	<u>=0=</u>
3. Clerical/Phone/Radio Operation	<u>16,500</u>	<u>=0=</u>
4. Engineering & Inspection Services	<u>32,800</u>	<u>32,800</u>
5. Division Laundry	<u>7,500</u>	<u>=0=</u>
6. Division Radio Maintenance	<u>4,000</u>	<u>4,000</u>
7. Office Equipment Replacement	<u>500</u>	<u>500</u>
8. =Sewer Ent. Reimbursement=	<u>(37,500)</u>	<u>(9,125)</u>
Total Estimated 1978=79 Requirements	\$ <u>149,650</u>	
Total Reductions = All Alternatives	<u>=(37,500)</u>	\$ <u>37,300</u>
	\$ <u>112,150</u>	<u>=(9,125)</u>
		\$ <u>28,175</u>

PUBLIC WORKS DEPARTMENT

117 Operations & Maintenance Administration
Section

PROGRAM ELIMINATION OR SERVICE LEVEL REDUCTING LISTING
DETAILS, RESULTS AND IMPACT FROM EACH

1. OFFICE EQUIPMENT REPLACEMENT==
A. Reduce =0= Employees =0= Part/Time Hours=Budget Saving= \$ 500
2. CONTRACT RADIO MAINTENANCE==
A. Reduce =0= Employees =0= Part/Time Hours=Budget Saving= \$ 4,000
3. ENGINEERING & INSPECTION SERVICES BY AN ASSOC. CIVIL ENGINEER==
A. Reduce 1 Employee =0= Part/Time Hours=Budget Saving= \$32,800

This reduction can be accomplished by:

1. Transferring the position to full-time Sewer Enterprise instead of 25% and do away with consulting services in the Sewer Enterprise.
2. Do away with the position completely and make do as in the past with little or no engineering input on projects and programs.

This position does work with the traffic engineer three hours per day and this time would not be available if the position were transferred or lost.

NOTE: The real savings for: 1. is \$ 375
2. is \$ 3,000
3. is \$24,600
due to the 25% reimbursement from the Sewer Enterprise budgets.

PUBLIC WORKS DEPARTMENT

120 Traffic Safety
SectionSUMMARY OF HISTORICAL INFORMATION

	<u>Original Adopted Budget</u>		
	<u>*1975=76</u>	<u>1976=77</u>	<u>1977=78</u>
100 Personnel Services	\$ <u>120,090</u>	<u>91,350</u>	\$ <u>103,660</u>
200 Materials & Supplies	<u>119,600</u>	<u>50,600</u>	<u>54,400</u>
300 Fixed Charges	<u>58,795</u>	<u>27,130</u>	<u>27,620</u>
400 Capital Equipment	<u>30,100</u>	<u>16,360</u>	<u>22,100</u>
Totals	*\$ <u>328,585</u>	\$ <u>185,440</u>	\$ <u>207,780</u>

Number of Employees: 73=74
(Pre=CETA)

Regular	<u>8</u>	<u>8</u>	<u>6</u>	<u>5</u>
CETA		<u>4</u>	<u>3</u>	<u>4</u>
CIP MATERIALS BUDGET	\$ <u>=0=</u>	\$ <u>=0=</u>	\$ <u>=0=</u>	\$ <u>=0=</u>
CETA MATERIALS BUDGET	\$ <u>=0=</u>	\$ <u>=0=</u>	\$ <u>=0=</u>	\$ <u>27,500</u>
SEWER ENTERPRISE REIMBURSEMENT	\$ <u>=0=</u>	\$ <u>=0=</u>	\$ <u>=0=</u>	\$ <u>=0=</u>

SUMMARY OF PROGRAMS
AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978=79

	<u>Program Costs</u>	<u>Maximum Reductions</u>
1. Supervision Service (Include Sweepers Also)	\$ <u>29,000</u>	\$ <u>=0=</u>
2. Sign Maintenance and Replacement	<u>39,400</u>	<u>10,000</u>
3. Pavement Marking Maintenance & Replacement	<u>68,200</u>	<u>12,000</u>
4. Guard Rail Maintenance & Repair	<u>11,600</u>	<u>11,600</u>
5. Sign Improvement Program	<u>11,600</u>	<u>11,600</u>
6. Thermoplastic Lines Program	<u>14,100</u>	<u>14,100</u>
7. School Walkway Program	<u>2,000</u>	<u>2,000</u>
8. Replacement Tools & Equipment	<u>10,000</u>	<u>8,500</u>
Total Estimated 1978=79 Requirements	\$ <u>185,900</u>	
Total Reductions = All Alternatives		\$ <u>69,800</u>

*NOTE: 1975=76 Amounts are prior to the 120/140 split.

PUBLIC WORKS DEPARTMENT

120 Traffic Safety
Section

PROGRAM ELIMINATION OR SERVICE LEVEL REDUCTING LISTING
DETAILS, RESULTS AND IMPACT FROM EACH

1. SIGN MAINTENANCE & REPLACEMENT PROGRAM==

A. Reduce =0= Employees =0= Part/Time Hours=Budget Saving= \$ 2,500

Discontinue replacing minor damaged street name signs with new standard of green and white.

B. =0= =0= =Budget Saving= \$ 2,500

Discontinue replacing wood posts with new standard of pipe posts.

C. =0= =0= =Budget Saving= \$ 5,000

Discontinue replacing old style traffic control signs with new standard. This reduction would take away about 50% of the work for one of the CETA Trainees. There may be some City liability incurred with this reduction.

2. PAVEMENT MARKING MAINTENANCE AND REPLACEMENT PROGRAM==

A. Reduce =0= Employees =0= Part/Time Hours=Budget Saving= \$ 2,000

Repaint only the minimum required markings. The additional markings which would be deleted were ordered by the Traffic Engineer to prevent accidents and improve traffic flow.

B. =0= =0= =Budget Saving= \$ 2,000

Repaint lane lines every other year. This may increase accidents.

C. Reduce 1/4 Employee =0= Part/Time Hours=Budget Saving= \$ 8,000

Repaint crosswalks every other year. This may also increase accidents. This reduction would also take away materials used by two CETA workers plus a portion of the regular hours of one maintenance worker.

3. GUARD RAIL MAINTENANCE AND REPLACEMENT PROGRAM==

A. Reduce 1/4 Employee =0= Part/Time Hours=Budget Saving= \$11,600

Replace only badly damaged guard rails and discontinue upgrading wooden barricades with steel rails which are safer.

120 Traffic Safety Section

4. SIGN IMPROVEMENT PROGRAM==

A. Reduce 1/4 Employee =0= Part/Time Hours=Budget Saving= \$11,600

Discontinue upgrading street name signs to new standard green and white. This program uses 1/4 a regular employee and provides materials for 50% of the work of one CETA worker.

5. THERMO=PLASTIC LINES PROGRAM==

A. Reduce 1/4 Employee =0= Part/Time Hours=Budget Saving= \$14,100

Discontinue upgrading crosswalks to plastic lines. This program provides material for 1/4 a regular employee plus material for the same two CETA employees as 2C. The plastic lines show up better than paint plus require replacement only about every five years.

6. SCHOOL WALKWAY PROGRAM==

A. =0= =0= =Budget Saving= \$ 2,000

Discontinue the Co-op Program with MDUSD in providing walkways.

7. TOOL AND EQUIPMENT REPLACEMENT==

A. =0= =0= =Budget Saving= \$ 8,500

Repair old equipment for another year (Button Glue Machine).

PUBLIC WORKS DEPARTMENT

132 Street Maintenance
SectionSUMMARY OF HISTORICAL INFORMATION

	Original Adopted Budget		
	<u>1975=76</u>	<u>1976=77</u>	<u>1977=78</u>
	N/A		
	Includes Sweeper Operator		
100 Personnel Services	<u>\$200,720</u>	<u>\$166,250</u>	<u>\$151,970*</u>
200 Materials & Supplies	<u>269,000</u>	<u>321,300</u>	<u>264,300</u>
300 Fixed Charges	<u>55,720</u>	<u>47,925</u>	<u>50,605</u>
400 Capital Equipment	<u>164,000</u>	<u>30,000</u>	<u>59,700</u>
Totals	<u>\$689,440</u>	<u>\$565,475</u>	<u>\$526,575</u>
Number of Employees: 73=74			
	(Pre=CETA)		
Regular	<u>12</u>	<u>11</u>	<u>10*</u>
	(+2 Sweepers & Bldg. Maint.)		
CETA	<u>10</u>	<u>10</u>	<u>21</u>
CIP MATERIALS BUDGET	<u>\$100,000</u>	<u>\$100,000</u>	<u>\$ 93,000</u>
CETA MATERIALS BUDGET	<u>\$ =0=</u>	<u>\$ =0=</u>	<u>\$ 75,000</u>
SEWER ENTERPRISE REIMBURSEMENT	<u>\$ =0=</u>	<u>\$ =0=</u>	<u>\$ =0=</u>

SUMMARY OF PROGRAMS
AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978=79

*NOTE: 3 Regular positions paid out of #073, Public Works Title II

	Program Costs	Maximum Reductions
1. Supervision Services Streets	<u>\$ 32,400</u>	<u>\$ =0=</u>
2. Supervision Services Drainage/Sidewalks	<u>25,500</u>	<u>=0=</u>
3. Street System Maintenance & Repair	<u>67,400</u>	<u>=0=</u>
4. Drainage System Maintenance & Cleaning	<u>44,500</u>	<u>=0=</u>
5. Hazardous Sidewalk Ramping or Barricading	<u>6,900</u>	<u>=0=</u>
6. Street Preventive Maintenance Program	<u>227,200</u>	<u>=0=</u>
7. Sidewalk Repair Program	<u>3,400</u>	<u>=0=</u>
8. Maintenance Overlay Program	<u>78,700</u>	<u>50,700</u>
9. Drainage Problem Correction Program	<u>13,700</u>	<u>=0=</u>
10. Major Restoration Maintenance Overlays	<u>128,700</u>	<u>104,500</u>
11. Equipment Replacement	<u>15,000</u>	<u>15,000</u>
Reimbursement from #073 if continued (\$63,276)		
Total Estimated 1978=79 Requirements	<u>\$643,400</u>	
Total Reductions = All Alternatives		<u>\$170,200</u>
=CIP Materials	<u>=(100,000)</u>	<u>=(100,000) CIP</u>
Line Budget	<u>\$543,400</u>	<u>\$ 70,200</u>

PUBLIC WORKS DEPARTMENT

132 Street Maintenance
Section

PROGRAM ELIMINATION OR SERVICE LEVEL REDUCTING LISTING
DETAILS, RESULTS AND IMPACT FROM EACH

1. MAINTENANCE OVERLAY PROGRAM==

A. Reduce =0= Employees 280 Part/Time Hours=Budget Saving= \$ 50,700

Nearly 2/3's of this program can be reduced by stopping Overlays and going to a Cape Seal (Chip Seal followed by a Slurry Seal). Our tests show a similar life to Overlay but we have only tried it on a few streets. The problem with this program is that the street is in a state of being Cape Sealed for several days and, during the time before the Slurry Seal, the street has some loose chips and people do complain about that. This change would require extra sweeping.

2. MAJOR RESTORATION CORRECTION PROGRAM (CIP OVERLAYS)==

A. Reduce =0= Employees 1645 Part/Time Hours=Budget Saving= \$104,500

Nearly 3/4's of this program can be reduced by going to Cape Seals. We have never tried a Cape Seal on main streets, but it should work fine, however, there will be some complaints about the length of time and about the loose gravel. This change would require extra sweeping.

3. EQUIPMENT REPLACEMENT==

A. =0= =0= =Budget Saving= \$ 15,000

Our crack sealing unit is in need of replacement and it is not on the Equipment Replacement Program because it is listed as miscellaneous equipment and replacement must come from the Dept. 420 account. We would just not do any crack sealing next year if the old sealer is retained and run the risk of water getting into the base on some streets.

NOTE: I. This section relies on CETA for 2/3's of its work force.

II. There are no reductions shown for the street preventive maintenance (P.M.) because we have proven it is cheaper to prevent repairs than it is to wait for the deterioration and then repair it.

PUBLIC WORKS DEPARTMENT

132 Street Maintenance
Section

PROGRAM ELIMINATION OR SERVICE LEVEL REDUCTING LISTING
DETAILS, RESULTS AND IMPACT FROM EACH

1. MAINTENANCE OVERLAY PROGRAM==

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NOTE: I. This section relies on CETA for 2/3's of its work force.

II. There are no reductions shown for the street preventive maintenance (P.M.) because we have proven it is cheaper to prevent repairs than it is to wait for the deterioration and then repair it.

PUBLIC WORKS DEPARTMENT

134 Street Cleaning
SectionSUMMARY OF HISTORICAL INFORMATION

		<u>Original Adopted Budget</u>	
	<u>1975-76</u>	<u>1976-77</u>	<u>1977-78</u>
100 Personnel Services	\$ -0-	\$30,600	\$33,940
200 Materials & Supplies	23,800	25,500	34,000
300 Fixed Charges	5,540	12,365	18,915
400 Capital Equipment	-0-	-0-	-0-
Totals	\$29,340	\$68,465	\$86,855

Number of Employees: 73-74
(Pre-CETA)

	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
Regular				
CETA	-0-	1	1	1
CIP MATERIALS BUDGET	\$ -0-	\$ -0-	\$ -0-	\$ -0-
CETA MATERIALS BUDGET	\$ -0-	\$ -0-	\$ -0-	\$ -0-
SEWER ENTERPRISE REIMBURSEMENT	\$ -0-	\$ -0-	\$ -0-	\$ -0-

SUMMARY OF PROGRAMS
AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

	<u>Program Costs</u>	<u>Maximum Reductions</u>
1. Fall-Leaf Sweeping (Flood Prevention)	\$30,000	\$ -0-
2. Commercial Area Sweeping	27,000	27,000
3. Residential Sweeping	27,000	27,000
4. Parade Sweeping	750	750
5. Sweeper Advance Notice Program	1,200	1,200
6. Street Maintenance Program Sweeping	13,000	-0-
Total Estimated 1978-79 Requirements	\$98,950	
Total Reductions - All Alternatives		\$55,950
General Fund CETA Match		+(5,000)
		\$(60,950)

PUBLIC WORKS DEPARTMENT

134 Street Cleaning
Section

PROGRAM ELIMINATION OR SERVICE LEVEL REDUCTING LISTING
DETAILS, RESULTS AND IMPACT FROM EACH

1. COMMERCIAL AREA SWEEPING PROGRAM--
A. Reduce 1/2 Employee -0- Part/Time Hours-Budget Saving- \$27,000

Sweep commercial areas only in the Fall to prevent flooding. This will result in many complaints, but the people could clean the gutters themselves and have the garbage company haul it away on trash days. (This would also reduce 1/2 a CETA Sweeper Operator and save \$2,500 in General Fund matching money.)
2. RESIDENTIAL SWEEPING PROGRAM--
A. Reduce 1/2 Employee -0- Part/Time Hours-Budget Saving- \$27,000

Sweep residential areas only in the Fall to prevent flooding. This will result in many complaints, but the people could clean the gutters themselves and have it picked up on trash day by the garbage company. (This would also reduce 1/2 a CETA Sweeper Operator and save \$2,500 in General Fund matching money.)
3. PARADE SWEEPING--
A. -0- -0- -Budget Saving- 750

Have the people who put on parades clean up their own mess and save \$750 in overtime.
4. SWEEPER ADVANCE NOTICE PROGRAM--
A. -0- 375 Part/Time Hours-Budget Saving- \$ 1,200

Stop the Advance Sweeper Notice Program which would then reduce the production of the sweeper on residential sweeping in large sub-divisions. But, if residential sweeping were stopped, there would also be no need for this activity.

NOTE: I. The CETA Sweeper Operator and the Advance Notice Program have been responsible for residential sweeping every six (6) weeks instead of every eight (8) weeks, plus, we have been able to maintain the commercial area sweeping program at its current level even though the amount of commercial/arterial has increased.

II. When redevelopment goes in, we will need an additional sweeper and operator to do just the downtown because of the curb configuration.

PUBLIC WORKS DEPARTMENT

136 Drainage & Sidewalks
Section

SUMMARY OF HISTORICAL INFORMATION

	Original Adopted Budget		
	<u>1975=76</u>	<u>1976=77</u>	<u>1977=78</u>
00 Personnel Services	\$ <u>=0=</u>	\$ <u>=0=</u>	\$ <u>=0=</u>
200 Materials & Supplies	<u>8,100</u>	<u>32,000</u>	<u>19,000</u>
300 Fixed Charges	<u>4,500</u>	<u>360</u>	<u>350</u>
400 Capital Equipment	<u>16,000</u>	<u>20,900</u>	<u>25,050</u>
Totals	<u>\$28,600</u>	<u>\$53,260</u>	<u>\$44,400</u>

Number of Employees: 73=74
(Pre=CETA)

Regular	<u>12</u>	<u>(11)</u>	<u>(11)</u>	<u>(10)</u>
4% CETA		<u>(10)</u>	<u>(10)</u>	<u>(21)</u>

CIP MATERIALS BUDGET	\$ <u>=0=</u>	\$ <u>=0=</u>	\$ <u>=0=</u>
CETA MATERIALS BUDGET	\$ <u>=0=</u>	\$ <u>=0=</u>	\$ <u>44,500</u>
SEWER ENTERPRISE REIMBURSEMENT	\$ <u>=0=</u>	\$ <u>=0=</u>	\$ <u>=0=</u>

SUMMARY OF PROGRAMS
AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978=79

	Program Costs	Maximum Reductions
1. Drainage System Maintenance & Cleaning	<u>\$15,000</u>	<u>\$ =0=</u>
2. Hazardous Sidewalk Ramping & Barricading	<u>3,000</u>	<u>=0=</u>
3. Sidewalk Repair Program	<u>2,200</u>	<u>2,200</u>
4. Drainage Problem Correction Program	<u>54,000</u>	<u>54,000</u>
5. Equipment Replacement & Additions	<u>5,000</u>	<u>5,000</u>
Total Estimated 1978=79 Requirements	<u>\$79,200</u>	
Total Reductions = All Alternatives		<u>\$61,200</u>

PUBLIC WORKS DEPARTMENT

136 Drainage & Sidewalks
Section

PROGRAM ELIMINATION OR SERVICE LEVEL REDUCTING LISTING
DETAILS, RESULTS AND IMPACT FROM EACH

1. SIDEWALK REPAIR PROGRAM==

A. Reduce =0= Employees =0= Part/Time Hours=Budget Saving= \$ 2,200

This would be stopping the Sidewalk Program and only ramping and barricading the hazards. This \$2,200 savings would also stop \$44,500 in CETA materials and about \$100,000 in CETA labor.

2. DRAINAGE PROBLEM CORRECTION PROGRAM==

A. =0= =0= =Budget Saving= \$44,000

This would stop the completion of the Drainage Project which started at El Monte Lumber. This \$44,000 is needed to put in the last 500 ft. of pipe between Rosal and Fabian Way in the El Monte area of Clayton Road. Not doing this project will mean the continued flooding of Clayton Valley Lumber's basement and the flooding of the service alley for about twelve (12) businesses on Clayton Road.

B. =0= =0= =Budget Saving= \$ 5,000

This reduction would mean the purchase of only half as much pipe for correction work.

C. =0= =0= =Budget Saving= \$ 5,000

This reduction would mean the purchase of no pipe and stop the Correction Program. It should be noted that, as a result of the Correction Program, serious flooding in many areas of the City has been prevented and over time reduced.

3. EQUIPMENT REPLACEMENT AND ADDITIONS==

A. =0= =0= =Budget Saving= \$ 3,000

This was to purchase an additional hydraulic power unit for the Sidewalk Program. Could be funded out of CETA.

B. =0= =0= =Budget Saving= \$ 2,000

This was to purchase a replacement cement mixer. Could be funded out of CETA.

NOTE: I. This section relies on CETA for 2/3's of its work force.

II. During the last heavy rains, we had over fifteen 2 or 3 worker crews out on flooding and debris removal.

PUBLIC WORKS DEPARTMENT

140 Electrical/Mechanical
SectionSUMMARY OF HISTORICAL INFORMATION

		Original Adopted Budget	
	<u>1975=76</u>	<u>1976=77</u>	<u>1977=78</u>
100 Personnel Services	<u>N/A</u>	\$ <u>95,950</u>	\$ <u>122,190</u>
200 Materials & Supplies	<u>N/A</u>	<u>100,575</u>	<u>108,025</u>
300 Fixed Charges	<u>N/A</u>	<u>61,205</u>	<u>71,935</u>
400 Capital Equipment	<u>N/A</u>	<u>40,200</u>	<u>36,770</u>
Totals	<u>N/A</u>	\$ <u>297,930</u>	\$ <u>338,920</u>

Number of Employees: 73=74
(Pre=CETA)

	<u>3</u>	<u>4</u>	<u>6</u>	<u>6</u>
Regular CETA		<u>2</u>	<u>1</u>	<u>4</u>
CIP MATERIALS BUDGET	\$ <u>=0=</u>	\$ <u>=0=</u>	\$ <u>=0=</u>	\$ <u>=0=</u>
CETA MATERIALS BUDGET	\$ <u>=0=</u>	\$ <u>=0=</u>	\$ <u>=0=</u>	\$ <u>=0=</u>
SEWER ENTERPRISE REIMBURSEMENT	\$ <u>=0=</u>	\$ <u>=0=</u>	\$ <u>=0=</u>	\$ <u>7,500</u>

SUMMARY OF PROGRAMS
AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978=79

	Program Costs	Maximum Reductions
1. Supervision Services	\$ <u>29,000</u>	\$ <u>=0=</u>
2. Traffic Signal Maintenance & Repair	<u>97,500</u>	<u>=0=</u>
3. Building Heating & A/C Maintenance & Repair	<u>34,000</u>	<u>2,000</u>
4. Building Electrical & Plumbing Maint. & Repair	<u>44,000</u>	<u>2,000</u>
5. Traffic Signal Modification & Updating	<u>38,000</u>	<u>25,000</u>
6. Traffic Signal Replacements	<u>20,500</u>	<u>15,000</u>
7. Parking Meter Maintenance & Repair	<u>2,000</u>	<u>=0=</u>
8. Other Agency Signal Contracts	<u>8,500</u>	<u>=0=</u>
9. Signal Electricity	<u>60,000</u>	<u>=0=</u>
10. Building Mechanical Unit Contingency	<u>12,000</u>	<u>12,000</u>
11. Replace Tools & Equipment	<u>6,000</u>	<u>6,000</u>

Sewer Enterprise Reimbursement = \$8,500

Total Estimated 1978=79 Requirements	\$ <u>351,500</u>	
Total Reductions = All Alternatives		\$ <u>62,000</u>
Sewer Enterprise	<u>=(8,500)</u>	
	\$ <u>343,000</u>	

PUBLIC WORKS DEPARTMENT

140 Electrical/Mechanical
Section

PROGRAM ELIMINATION OR SERVICE LEVEL REDUCTING LISTING
DETAILS, RESULTS AND IMPACT FROM EACH

1. BUILDING HEATING & AIR CONDITIONER MAINTENANCE & REPAIR==
A. Reduce =0= Employees =0= Part/Time Hours=Budget Saving= \$ 2,000 0

This reduction would take most of the material used by CETA craftsmen in the heating and air conditioner area.
2. BUILDING ELECTRICAL & PLUMBING MAINTENANCE & REPAIR PROGRAM==
A. =0= =0= =Budget Saving= \$ 2,000 0

This reduction would take most of the material used by CETA craftsmen in the electrical and plumbing fields.
3. TRAFFIC SIGNAL MODIFICATION & UPDATING PROGRAM==
A. =0= =0= =Budget Saving= \$25,000

This reduction would stop the updating of older style signal systems. There is no labor saving since not updating will increase the repairs required.
4. TRAFFIC SIGNAL REPLACEMENT PROGRAM==
A. =0= =0= =Budget Saving= \$15,000

With this reduction, we would discontinue replacing controllers in the older intersections. No labor saving since not replacing controllers will increase repair labor.
5. BUILDING MECHANICAL UNIT PROGRAM==
A. =0= =0= =Budget Saving= \$12,000 0

This is a contingency budget to replace heating and air conditioner units as they wear out. If this were deleted, money would have to be made available should a unit fail.
6. REPLACEMENT TOOLS AND EQUIPMENT==
A. =0= =0= =Budget Saving= \$ 6,000

This budget would be for the replacement of many various power tools. If it is deleted, we will have to make=do one more year or rent some of the tools when needed.

NOTE: I. There would be other savings in building repair should buildings be deleted by other department cutbacks.

II. All of the remodeling and major repair work performed by this section is a result of the CETA workers.

PUBLIC WORKS DEPARTMENT

150 Buildings & Lands
SectionSUMMARY OF HISTORICAL INFORMATION

		<u>Original Adopted Budget</u>	
	<u>1975=76</u>	<u>1976=77</u>	<u>1977=78</u>
	N/A		
	Prior to 140/150 Split		
100 Personnel Services	<u>\$216,400</u>	<u>\$191,500</u>	<u>\$188,250</u>
200 Materials & Supplies	<u>85,650</u>	<u>70,950</u>	<u>85,200</u>
300 Fixed Charges	<u>73,385</u>	<u>75,600</u>	<u>88,050</u>
400 Capital Equipment	<u>24,140</u>	<u>16,140</u>	<u>20,585</u>
Totals	<u>\$399,575</u>	<u>\$354,190</u>	<u>\$382,085</u>

Number of Employees: 73=74
(Pre=CETA)

Regular CETA	<u>10</u>	<u>12</u> <u>6</u>	<u>12</u> <u>6</u>	<u>14</u> <u>9</u>
CIP MATERIALS BUDGET		<u>\$69,527</u>	<u>\$90,000</u>	<u>\$69,000</u>
CETA MATERIALS BUDGET		<u>\$=0=</u>	<u>\$=0=</u>	<u>\$=0=</u>
SEWER ENTERPRISE REIMBURSEMENT		<u>\$=0=</u>	<u>\$=0=</u>	<u>\$=0=</u>

SUMMARY OF PROGRAMS
AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978=79

	<u>Program Costs</u>	<u>Maximum Reductions</u>
1. Custodian Supervisor	\$ 23,000	\$ =0=
2. Custodial Services All Buildings	132,000	8,000+?
3. Building Maintenance & Repair	155,000	15,500+?
4. Head Craftsman/Central Tool Room Program	28,000	28,000
5. Drape & Upholstery Cleaning	2,000	2,000
6. Glass Breakage	4,000	=0= +?
7. Pest Control	500	=0=
8. Building Gas & Electric	60,000	=0= +?
9. Building Modifications	6,000	6,000
10. Tool & Equipment Replacement	6,000	6,000
11. League of California Building Assoc.	10,000	10,000
Total Estimated 1978=79 Requirements	<u>\$426,500</u>	
Total Reductions = All Alternatives		<u>\$ 75,500+?</u>

PUBLIC WORKS DEPARTMENT

150 Buildings & Lands
Section

PROGRAM ELIMINATION OR SERVICE LEVEL REDUCTING LISTING
DETAILS, RESULTS AND IMPACT FROM EACH

1. CUSTODIAL SERVICES PROGRAM==

A. Reduce =0= Employees 1350 Part/Time Hrs.=Budget Saving= \$ 8,000

This reduction would require those who use recreation centers on weekends to clean their own messes or reimburse the City for this expense, or it would require the transfer of the two CETA custodians assigned to the Police Department and Civic Center to do the work done by the part/time employees. This transfer would reduce the level of service for the Civic Center and Police Department to a bare-bone minimum of concentrating only on the restrooms, the mote and doing offices every other day and not doing windows or carpet shampooing at all.

2. BUILDING MAINTENANCE & REPAIR PROGRAM==

A. Reduce =0= Employees =0= Part/Time Hours=Budget Saving= \$15,500

This reduction would take away materials used by CETA craftsmen in the area of major buildings and grounds repairs.

3. HEAD CRAFTSMAN/CENTRAL TOOL ROOM PROGRAM==

A. Reduce 1 Employee =0= Part/Time Hours=Budget Saving= \$28,000

Discontinue the Head Craftsman which would stop the Central Tool Room Program and the Energy Conservation Program for reduced power uses.

4. DRAPE & UPHOLSTERY CLEANING PROGRAM==

A. Reduce =0= Employees =0= Part/Time Hours=Budget Saving= \$ 2,000

Put off any drape and upholstery cleaning for one more year.

5. BUILDING MODIFICATION PROGRAM==

A. Reduce =0= Employees =0= Part/Time Hours=Budget Saving= \$ 6,000

This budget is a contingency and, if a need for this money came up, then it would have to come from surplus or some other reduction. This money is used to buy materials which CETA workers use.

6. TOOLS & EQUIPMENT REPLACEMENT==

A. Reduce =0= Employees =0= Part/Time Hours=Budget Saving= \$ 6,000

This is the replacement of old or broken power tools. If it is deleted then its make-do or rent when needed.

150 Buildings & Lands

7. LEAGUE OF CALIFORNIA CITIES BUILDING ASSOCIATION==

A. Reduce =0= Employees =0= Part/Time Hours=Budget Saving= \$10,000

This could be deleted since we have no idea what it is!!!!!!

NOTE: I. Other budget savings would be available if other department cutbacks resulted in the closing of City buildings.

II. All of the remodeling and major repairs now being done by this section are done by CETA workers.

PUBLIC WORKS DEPARTMENT

160 Equipment Maintenance
SectionSUMMARY OF HISTORICAL INFORMATION

		Original Adopted Budget		
		<u>1975-76</u>	<u>1976-77</u>	<u>1977-78</u>
100 Personnel Services		<u>\$124,348</u>	<u>\$151,800</u>	<u>\$159,200</u>
200 Materials & Supplies		<u>10,300</u>	<u>12,050</u>	<u>15,940</u>
300 Fixed Charges		<u>26,880</u>	<u>32,145</u>	<u>36,300</u>
400 Capital Equipment		<u>6,525</u>	<u>3,350</u>	<u>4,168</u>
Totals		<u>\$168,053</u>	<u>\$199,345</u>	<u>\$215,608</u>

Number of Employees: 73-74
(Pre-CETA)

Regular	<u>9</u>	<u>9</u>	<u>9</u>	<u>8</u>
CETA		<u>4</u>	<u>3</u>	<u>4</u>
CIP MATERIALS BUDGET		<u>\$ -0-</u>	<u>\$ -0-</u>	<u>\$ -0-</u>
CETA MATERIALS BUDGET		<u>\$ -0-</u>	<u>\$ -0-</u>	<u>\$ -0-</u>
SEWER ENTERPRISE REIMBURSEMENT		<u>\$ -0-</u>	<u>\$ -0-</u>	<u>\$ -0-</u>

SUMMARY OF PROGRAMS
AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

	<u>Program Costs</u>	<u>Maximum Reductions</u>
1. Supervision Services	<u>\$ 29,000</u>	<u>\$ -0-</u>
2. Equipment Maintenance & Repair	<u>140,100</u>	<u>23,700</u>
3. Welding Maintenance & Repair	<u>23,700</u>	<u>-0-</u>
4. Tool & Equipment Replacement	<u>5,000</u>	<u>4,000</u>
Total Estimated 1978-79 Requirements	<u>\$197,800</u>	
Total Reductions - All Alternatives		<u>\$ 27,700</u>
General Fund CETA Match		<u>+(7,000)</u>
		<u>(\$ 34,700)</u>

PUBLIC WORKS DEPARTMENT

160 Equipment Maintenance
Section

PROGRAM ELIMINATION OR SERVICE LEVEL REDUCTING LISTING
DETAILS, RESULTS AND IMPACT FROM EACH

1. TOOL AND EQUIPMENT REPLACEMENT--

A. Reduce -0- Employees -0- Part/Time Hours-Budget Saving- \$ 4,000

This reduction would mean not replacing some old or worn out tools. If impossible to make-do then work wold have to be sent out or tools rented.

2. FLEET REDUCTION OF 20% (ALL TYPES OF EQUIPMENT)

A. Reduce 1 Employee -0- Part/Time Hours-Budget Saving- \$23,700

This reduction assumes a 20% decrease in the number of vehicles to be maintained. It assumes all types of equipment being reduced including trucks, heavy equipment and sweepers. There would also be a reduction of:

1-CETA Equipment Maintenance Worker

1-CETA Field Trainee

There is \$7,000 saved in General Fund matching for these two positions.

NOTE: I. Other budget savings would be possible if cutbacks in other departments caused a reduction in the fleet size.

II. There are several CETA workers in this section which have made it possible for us to overhaul a lot of our equipment which otherwise would have been replaced.

PUBLIC WORKS DEPARTMENT
ENGINEERING DIVISION
Building Division

SUMMARY OF HISTORICAL INFORMATION

		<u>Original Adopted Budget</u>		
		<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
100	Personnel Services	\$ 225,405.	\$ 231,108.	\$ 225,100
200	Materials & Supplies	7,725.	9,842.	13,450.
300	Fixed Charges	39,503.	43,949.	47,335.
400	Capital Equipment	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
	Totals	<u>\$ 272,660.</u>	<u>\$ 284,899.</u>	<u>\$ 285,855.</u>
Number of Employees:				
	Regular	<u>13</u>	<u>12</u>	<u>12</u>
	CETA	<u>1</u>	<u>1</u>	<u>1</u>

SUMMARY OF PROGRAMS
AND COST TO MAINTAIN PROGRAMS IN FISCAL YEAR 1978-79

	<u>Program Costs</u>	<u>Maximum Reductions</u>
1. Issuance of permits (clerical)	\$14,000	\$ 0
2. Plan checking and permit issuance	31,386	0
3. Inspection and administration required by permits	184,024	0
4. Inspection for regulatory responsibilities which provide a control.	25,400	0
5. Enforcement and inspection responsibilities - responding to citizen complaints or requests.	16,728	16,728
6.		
7.		
etc.		
Total Estimated 1978-79 Requirements	<u>\$271,518</u>	
Total Reductions - All Alternatives		<u>\$ 16,728</u>

PUBLIC WORKS DEPARTMENT
BUILDING DIVISION

PROGRAM ELIMINATION OR SERVICE LEVEL REDUCTION LISTING
DETAILS, RESULTS AND IMPACT FROM EACH

1. Title--Enforcement & Inspection responsibilities answering to complaints from citizens or other agencies

Alt. A. Reduction 1 Employee, 0 Partime Hours: Budget Savings \$16,728

Narrative: If most of the Sixteen Enforcement Responsibilities listed below are curtailed, it could reduce the work load by one position. These Inspection responsibilities are presently being handled by our Building Inspection Trainee. Eight of these responsibilities are concerning Public Health & Safety. The remaining eight responsibilities relate to Preservation of the Environment, Zoning Control & Preservation of Historical Buildings.

The revenue received from the permit issuance covers all the necessary expenses entailed to operate all the Building Division's present responsibilities, including the above Trainee position.

The curtailment of the Trainee responsibilities could have serious effect to the Public Health & Safety Standard of the community.

This position is a CETA effected position.

SIXTEEN ENFORCEMENT RESPONSIBILITIES

Abandoned, Wrecked, Inoperative Vehicles, Preservation of Historical Landmarks, Animal Sanitation, Accumulation of Refuse, Garbage to be Kept in Containers, Keeping of Bees, House Numbering, Storage in yard (boats, campers, trailers), Business in Areas Zoned Single Family Residence, Fencing Ordinance, Hazardous Locations to Pedestrian & Traffic, Sewer System Polution, Housing Conservation Program, Citi,zen Complaint Response, Christmas Tree Lots, Permit for Amusement Activities.

POLICE DEPARTMENT

This office concurs in the reductions described by the department. The severe impact of these program reductions is amply explained in the department's report. Nonetheless, the Council will note that the amount of reduction(\$539,000) is, as a percentage of total budget, less than we are proposing in any other department. It is also interesting to note that the Police Department budget is exceeded in size only by the Public Works budget. The Police Department budget, unlike the Public Works budget, has no major designated revenue sources and is, therefore, more dependent upon the property tax and sales tax.

This office does not believe that the Police service should be cut as much as is shown. Nonetheless in order to satisfy the budget reductions necessary to offset Jarvis-Gann, you may wish to consider eliminating of a second patrol beat consisting of five police officers. Such a reduction would reduce the Police budget by an additional \$135,000. While this would be a serious erosion of our ability to respond to calls for police services, it must be noted that we would be faced with less liability exposure by reduction in the amount of police service we provide than will be the consequence of many of the other budget cuts described in this report.

POLICE DEPARTMENT

PROGRAM WORKSHEET

Account	1978-79 Budget	GENERAL FUND BUDGET REDUCTION				Positions Remaining Reg. CETA	
		Dept. Report	City Manager	Positions Lost Reg. CETA			
: Police Department	\$5,094,000	\$ 539,000 (p. 155)	\$ 674,000 (p.150)	23	8	133	2

POLICE DEPARTMENT

1978-79 BUDGET FORECAST

SUMMARY OF HISTORICAL INFORMATION

	<u>Original Adopted Budget</u>		
	<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
Police Protection	\$3,892,581	\$4,327,079	\$4,764,516
Police Reserve Unit	6,601	6,605	8,565
Police Parking Meters	11,631	11,150	12,350
Police Enforcement (Crime Stop)	105,141	122,969	-0-
Total-Police:	\$4,015,954	\$4,467,803	\$4,785,431
Number of Employees:			
Regular-Miscellaneous:	35	35	36
Grant-Miscellaneous:	1	1	0
CETA-Miscellaneous:	18	18	20
Regular-Sworn	114	114	119
Grant-Sworn	5	5	0
Special-Sworn	<u>0</u>	<u>0</u>	<u>1</u>
	173	173	176

1978/79 Requirements

Police Protection;	Personnel Services	\$3,477,818
	Materials and Supplies	430,619
	Fixed Charges	1,085,529
	Capital Equipment	<u>78,000</u>
	Sub-Total	\$5,071,966
Police Reserve Unit:	Materials and Supplies	9,000
Police Parking Meters:	Materials and Supplies	<u>13,029</u>
Total Estimated Requirements, 1978/79:		\$5,093,995
Total Reductions		538,680

POLICE DEPARTMENT

1978-79 BUDGET FORECAST

SUMMARY OF HISTORICAL INFORMATION

	<u>Original Adopted Budget</u>		
	<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
Police Proection	\$3,892,581	\$4,327,079	\$4,764,516
Police Reserve Unit	6,601	6,605	8,565
Police Parking Meters	11,631	11,150	12,350
Police Enforcement (Crime Stop)	105,141	122,969	-0-
Total-Police:	\$4,015,954	\$4,467,803	\$4,785,431
Number of Employees:			
Regular-Miscellaneous:	35	35	36
Grant-Miscellaneous:	1	1	0
CETA-Miscellaneous:	18	18	20
Regular-Sworn	114	114	119
Grant-Sworn	5	5	0
Special-Sworn	<u>0</u>	<u>0</u>	<u>1</u>
	173	173	176

POLICE DEPARTMENT

SUMMARY OF HISTORICAL INFORMATION

	Original Adopted Budget		
	<u>1975-1976</u>	<u>1976-1977</u>	<u>1977-1978</u>
POLICE PROTECTION:			
100 Personnel Services	\$2,851,115	\$2,980,107	\$3,296,510
200 Materials & Supplies	357,336	409,822	391,472
300 Fixed Charges	604,920	865,650	1,005,120
400 Capital Equipment	<u>79,210</u>	<u>71,500</u>	<u>71,414</u>
TOTALS:	\$3,892,581	\$4,327,079	\$4,764,516
POLICE RESERVE UNIT:			
200 Materials & Supplies	6,001	6,455	8,565
400 Capital Equipment	<u>600</u>	<u>150</u>	<u>-0-</u>
TOTALS:	\$ 6,601	\$ 6,605	\$ 8,565
POLICE PARKING METERS:			
100 Personnel Services	9,926	-0-	-0-
200 Materials & Supplies	100	11,150	12,350
300 Fixed Charges	1,605	-0-	-0-
400 Capital Equipment	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>
TOTALS:	\$ 11,631	\$ 11,150	\$ 12,350
POLICE ENFORCEMENT (CRIME STOP):			
100 Personnel Services	83,880	92,100	-0-
200 Materials & Supplies	3,916	5,384	-0-
300 Fixed Charges	17,345	25,485	-0-
400 Capital Equipment	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>
TOTALS:	\$ 105,141	\$ 122,969	-0-
NUMBER OF EMPLOYEES:			
Regular-Miscellaneous	35	35	36
Grant-Miscellaneous	1	1	0
CETA-Miscellaneous	18	18	20
Regular-Sworn	114	114	119
Grant-Sworn	5	5	0
Special-Sworn	<u>0</u>	<u>0</u>	<u>1</u>
TOTAL:	173	173	176

February 24, 1978

TO: F. A. Stewart, City Manager
FROM: James Chambers, Chief of Police
SUBJECT: March Summary and Forecast; 1978/79

A recap of the priority order of reductions in police service, outlined on the following pages, is listed below:

	<u>SAVINGS</u>
1) Eliminate 4 CETA VI Project police assistants - crime prevention	\$9,163.00
2) Eliminate 4 CETA clerical positions - police records	1,306.00
3) Eliminate narcotic strike force funding	42,200.00
4) Eliminate adult crossing guards (potential savings)	36,000.00
5) Reduce firearms training program	5,800.00
6) Eliminate one police officer - crime prevention	24,800.00
7) Eliminate one police officer - bicycle & safety program	22,030.00
8) Eliminate one police officer - drug education program	23,425.00
9) Eliminate one police officer - youth services bureau	26,632.00
10) Eliminate one crimes analyst	18,968.00
11) Eliminate one police lieutenant - patrol bureau commander	36,000.00
12) Eliminate one police officer - police training	25,000.00
13) Eliminate special investigations bureau - one police lieutenant, two police officers and one senior clerk	105,356.00
14) Eliminate one police officer - detective bureau	26,200.00
15) Eliminate one police officer - traffic bureau	28,800.00
16) Eliminate five police officers - one patrol beat	135,000.00
Sub-TOTAL:	\$566,680.00
Add two regular full-time office clerks	(28,000.00)
NET SAVINGS:	\$538,680.00

February 24, 1978

Pursuant to your directive, I am submitting a report which reflects reductions in police department spending for Fiscal Year 1978/79.

If this is true, none of our CETA police assistants need to be eliminated since I would not recommend eliminating any regular, full-time police assistant positions. My recommendations would be as follows:

Eliminate the CETA intermediate typist clerk and the three CETA office clerks in the records bureau. This is based on the assumption that there would be a layoff of some clerical personnel in other city departments. I will show a savings at this point, resulting from the loss of these personnel; however, some of these positions will have to be filled. The costs will be included later in this report.

OTHER PROGRAM REDUCTIONS

If it becomes necessary to cut back expenditures, I could not recommend that we continue to fund a regional program such as this is. If we withdraw funding, the strike force would cease to exist and the result will be a significant increase in drug importation, distribution and sales in this county. Drug sales/abuse in Concord would increase proportionally.

Adult Crossing Guards:

-156-

F. A. Stewart
City Manager

February 24, 1978

SUBJECT: March Summary and Forecast: 1978/79

It is our further belief, if Jarvis passes, that we should take a hard-line approach to replacing most, if not all, adult guards with Junior Traffic Patrols. Where Junior Traffic Patrols cannot be established, we should take a hard-line approach to volunteer staffing. Adult guards should be provided only where there is absolutely no other alternative.

Another approach we might seriously consider would be the formation of assessment districts or some other revenue approach to finance adult guard positions where they are wanted and/or needed.

Potential Savings: \$ 36,000.00

Firearms Training:

I would recommend that we conduct firearms qualification quarterly, using a revised program (combat course) which would reduce the amount of ammunition needed. This would save \$2,300. annually. I would further recommend that we discontinue providing ammunition to the police regular and reserve pistol teams. This would save \$3,500. annually.

Total Savings: \$ 5,800.00

Crime Prevention:

Earlier in this report I made a recommendation that the four CETA VI Project police assistant positions in crime prevention be eliminated. If regular full-time positions in the police department are to be eliminated, I would recommend that the sworn officer position assigned to crime prevention be eliminated. This would wipe out the crime prevention program:

Savings, Salary and Fringes; one sworn officer \$ 23,425.00

Savings, Account 295-05; crime prevention 1,375.00

Bicycle and Safety Program:

One police officer is assigned full-time to this program which includes bicycle theft investigations, recovered and found bicycles, bicycle safety court, school safety patrols, Junior Traffic Patrol, and school safety programs, including bicycle safety, bicycle rodeo, Dangerous Stranger, "Say Hi", police helper and Officer Friendly. This would be the next priority for elimination.

Bicycle licensing would be accomplished through the explorer scout program; bicycle thefts and recoveries would be handled by the CETA police assistant currently assigned to the juvenile bureau. All of the other programs listed would be eliminated.

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The impact of eliminating this program would be reduced safety consciousness of young bicyclists and a potentially higher incidence of accidents involving bicyclists. We would also lose the positive exposure of a uniformed police officer in the elementary schools.

Savings, Salary and Fringes; one sworn officer	\$ 23,425.00
Savings, Account 295-04; Bicycle/School Safety	600.00
Savings, Account 295-08; Officer Friendly	5,005.00
Revenue loss, Sears Foundation Grant	(7,000.00)
Net Savings;	\$ 22,030.00

Drug Education Workshop and Substance Abuse Puppeteer Program:

One officer is assigned full-time to administering and coordinating these programs. Both of these programs utilize volunteers in program presentation.

The Substance Abuse Education Drug/Alcohol Workshop was conceived ten years ago due to the ever-increasing number of youth that were becoming involved in substance abuse violations. This program was set up to divert the youth and their parents from becoming involved in the criminal justice system and to educate not only the violator, but his parents, so that the youth would not become involved again in substance abuse violations.

The program was conceived because the experimenter was being handled in the same manner as the heavy substance abuse violator. The only outlet at that time was to refer these violations into the juvenile court system, thereby putting a stigma and negative view towards the police and community as a result of their treatment.

The conception of this program was based upon the fact that of all the juveniles handled for substance abuse violations prior to this program, 88% had no previous contacts with the criminal justice system. The second thing noted was the fact that the juvenile courts had no programs to refer these experimenters to. Thirdly, the parents of the experimenters were extremely cooperative and were in need of education to help prevent future problems. Therefore, the drug/alcohol workshop was created to fulfill these needs. The success of this program during the past ten years is phenomenal. Over 1,686 youths have attended this program which does not include their parents who are required to attend with them. Statistically, a study shows that of all the juveniles who have attended the drug/alcohol workshop during its ten years, only 15% have ever been recontacted for substance abuse violations.

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The elimination of this program will wipe out our ability to deal effectively with the first time drug offender and his/her parents. Furthermore, we will lose the positive community contact this program provides. Many of these young people who would have otherwise been diverted from drug/alcohol abuse will have further involvement with a resulting increase in the police work load.

The Officer Friendly puppeteer program is a community relation substance abuse program presented to elementary students from the grades of kindergarten through fourth grade. This program utilizes volunteer students from various high schools within the city who are especially trained in the art of puppeteering. The programs that are presented deal with alcohol, poisons, tobacco and medications. The emphasis of the program is on good health habits. The program is presented to over 12,000 children that attend these grade levels within the City of Concord.

A grant of \$6,969.00 has been received from the Sears Roebuck Foundation to help sponsor this program.

The impact result of elimination of this program would be endless. First of all, if the program were eliminated, the Sears Foundation grant would be immediately terminated, which helps finance this program. Second, the public and private schools where this program is implemented would have no other resource in this area to present to the students of our community. Thirdly, all of the community groups which have helped support us and have given us much assistance such as the cooperative education groups which help provide students to host the group, volunteers which help put materials together would be terminated and the rapport which is being built between the police and community would certainly be damaged. Finally, this is a long-range program which, hopefully, will reduce the incidence of drug/alcohol abuse by teenagers and young adults. It will be several years before any of these children reach that age; it will be a long time before we know how successful we are/were.

Savings, Salary and Fringes; one sworn officer \$ 23,425.00

Youth Services Bureau:

There are five police officers assigned to a variety of juvenile programs. Each of these officers devotes some time to youth counseling and youth/parent counseling. The counseling function is a relatively new activity which, in many respects, was forced upon us since no one else was doing it.

It would be my intention, if Jarvis passes, to get back to the basics of investigation and enforcement; counseling programs would be eliminated. The time saved would be the equivalent of one police officer.

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The juvenile officers have been effective in their counseling activities; they have resolved problems. The impact of eliminating this service would be an increase in patrol work load relating to incorrigibility. I have no way of knowing what kind of an increase we would experience. Considering the present state of the law as it relates to status offenses by juveniles, there is not much that a patrol officer can do; counseling by our juvenile officers is really about the only positive response we have to offer.

Savings, Salary and Fringes; one police officer \$ 25,432.00

Revenue from sale of one vehicle 1,200.00

Police Crimes Analyst:

The police crimes analyst correlates the informational needs of the total department. The primary goals of this service are to identify and eliminate duplicate record keeping procedures; implement more efficient flow of information throughout the department; prepare special reports and graphical illustrations for use by various operating bureaus and divisions within the department; and to assist with police computer systems to make data processing a more useful tool for the police department.

Many requests for special reports and programs have been directed to the crimes analyst and have resulted in the availability of current statistical data. The record bureau's procedures and document flow are presently being reviewed for the purpose of identifying "bottlenecks" and other problem areas.

The crimes analyst is currently working closely with the patrol bureau to identify crime patterns by neighborhood, hours of the day, day of the week, etc., and to develop patrol patterns in response. This program is relatively new so that we do not have sufficient information about long-term success.

The impact of losing this position is nebulous. Operational planning will continue, however, it will certainly be more difficult and less effective with the loss of this position.

Our crimes analyst has status as a senior clerk; the elimination of this position would create domino demotions down to office clerk.

Savings, Salary and Fringes; crimes analyst \$ 18,968.00

Patrol Bureau Commander:

The patrol bureau commander (lieutenant) is a new assignment which commenced when Lieutenant Redfern returned from the strike force January 2, 1978. The position was created to serve as an executive officer to the uniform division commander with responsibility for supervision of the patrol bureau. It was anticipated that this position would relieve the uniform division commander from some of the

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routine and detailed administrative paper work, freeing him to address more major issues. At the same time, the position would relieve patrol bureau watch commanders from detailed paper work which tended to hog-tie that position. This would permit the watch commander to better plan, organize, and control the work of operating patrol squads. The patrol bureau commander was also anticipated to prepare budgets; conduct major personnel investigations; and assume command of the uniform division in the absence of the uniform division commander.

Objectives as stated at inception were;

To supervise patrol watch commanders, identification bureau supervisor, and;

To coordinate activities:

- a) with other divisions and bureaus,
- b) courts and district attorney,
- c) with patrol bureau schedules,
- d) K-9 program,
- e) field training officer program,
- f) training activities,
- g) report review and
- h) police reserves

The program has been operational only one month and it is impossible to evaluate how successful objective attainment is. The normal problems with a new program are being felt, and adjustments are being made as it seats itself into the normal hierarchy.

Impact of Elimination:

Since inception of the service, watch commanders have been freed to experiment with differing approaches to delivery of patrol services. The patrol bureau commander is assuming direct control of many programs which received only limited managerial control in the past. Elimination of this position would result in return to former style of management of the patrol bureau which was one of control with little opportunity for planning and experimenting with delivery systems.

Eliminating this program would eliminate one lieutenant position with domino demotions through police officer.

Savings, Salary and Fringes; one lieutenant \$ 36,000.00

Police Training:

We currently have one sergeant and one police officer assigned to training. There is a division of duties to the extent that each of these officers has developed expertise in special subjects. Eliminating the police officer position will require an in-depth evaluation of our training program to identify the training programs to be eliminated. The result will be a nuts and bolts approach as opposed to a well-rounded, quality, in-depth training program as we now know it.

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Ironically, our training program has been the key element in providing a quality police service to the community considering the limited staff we have had to work with. As we reduce staff, training requirements increase in proportion.

There is a risk of liability in reducing our training program since one of the first things considered in a suit against the city is the training the officer has received. Was he properly trained? In addition, the state mandates a number of training programs; these must be provided. We greatly increase our exposure to liability if we fail in this regard.

The bottom line, however, is uniformed patrol officers in the field backed up with a staff of investigators to do the follow-up investigative work required.

Savings, Salary and Fringes; one police officer	\$ 25,000.00
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Special Investigations Bureau:

The special investigations unit handles narcotic/drug, vice, gambling, and liquor enforcement. If we lose the narcotic strike force, narcotics and drugs will likely become epidemic in this county and in Concord. Prostitution is becoming more of a problem in central county and with reduced enforcement, it is my belief it will rapidly become a major problem. Liquor enforcement is a continuing problem; we have some bars in this city which are a menace to the safety and welfare of the community. Finally, we have eight poker licenses to supervise. Nevertheless, further cuts in police staffing would begin in this bureau, as follows:

1) Savings, Salary and Fringes; one police officer	\$ 25,000.00
2) Savings, Salary and Fringes; one police officer	25,000.00
3) Savings, Salary and Fringes; one police lieutenant	39,679.00
4) Savings, Salary and Fringes; one senior clerk	15,677.00
5) Cancel two lease cars, save	6,000.00

Misdemeanor Investigator, Detective Bureau:

The next cut would eliminate the misdemeanor investigator in the detective bureau. This would mean that there would be no follow-up work done on misdemeanors except that done by the uniformed patrol officer taking the report. Needless to say, aside from the investigative work done at the time of taking the report, patrol officers have no time for follow-up work. Further cuts would involve detectives assigned to the property crime unit.

6) Savings, Salary and Fringes; one police officer	\$ 26,000.00
7) Revenue from sale of one car	1,200.00

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Traffic Enforcement:

We currently have five police officers assigned to traffic enforcement in the traffic bureau. This unit conducts a selective enforcement program which is aimed at traffic accident reduction. In addition, this unit handles investigation of one-third of the reported traffic accidents in the city.

Elimination of this unit would create an escalation of traffic accidents in the city with the attendant losses resulting from increased property damage, injuries and deaths on city streets. This would also create serious constraints in handling special problems such as Christmas traffic, Black Bart Parade, Battle of the Bands Parade, crafts fair, etc.

Further reductions in police staff, however, would require elimination of one police officer from this unit.

Savings, Salary and Fringes; one police officer	\$ 27,000.00
Revenue from sale of police motorcycle	1,800.00
TOTAL:	28,800.00

Patrol Beats:

Further reduction in police staffing would require elimination of one patrol beat. Currently, we operate with 10 patrol beats between the hours of 12:30 p.m. and 3:00 a.m. and 5 patrol beats between 3:00 a.m. and 12:30 p.m. Any reduction in patrol service will have to be on the basis of beat elimination as opposed to reducing personnel on a given squad. Our squads rotate shifts and must be of equivalent strength to provide coverage during their particular tour of duty. The elimination of one beat would apply equally to all squads, considering vacancies due to injury, etc., and would allow elimination of five sworn officer positions.

The impact of such a reduction would reduce police response time to called-for services; our average response time is currently 13 minutes. Considering community growth, including the Willows Shopping Center, the expanded shopping center at Clayton and Kirker Pass, the expanded shopping center at Clayton and Treat, increased commercial development along Clayton Road and additional residential development, it is anticipated that average response time will increase without additional patrol personnel.

Officer safety would also be impacted negatively. This is an important concern simply because of the types of calls and types of suspects we are dealing with. Recent commercial growth has attracted a different style of criminal to our community. With regularity, the Oakland and the core city criminal is victimizing our business community. Night clubs and questionable bars attract residents of the entire bay area, resulting in regular violent disturbances. Outlaw motorcycle gangs are cruising our streets and nighttime establishments regularly.

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City Manager

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Savings, Salary and Fringes; five police officers \$135,000.00

Needless to say, the cuts listed above would result in a dramatic reduction in police service to the community. If all of them were made, the department would be hard-pressed to function at all since all of our time would be a brushfire approach with no planned/organized long-range approach to major police problems.

Included in the reductions outlined above were four CETA clerical positions. The programs recommended for elimination do not reflect this level of reduction in our clerical work load. Many of the activities in our records bureau are mandated by state law. We must, therefore, fill two of the eliminated CETA positions with regular full-time office clerks.

Add two regular full-time office clerks (28,000.00)


Conclusion:

The Concord Police Department does not have adequate staffing to do the job that needs to be done. We have resisted eliminating many of the activities listed above since we are convinced that all of these programs/services are necessary in the long-range. At the same time, we are faced with some very serious deficiencies in our uniformed force.

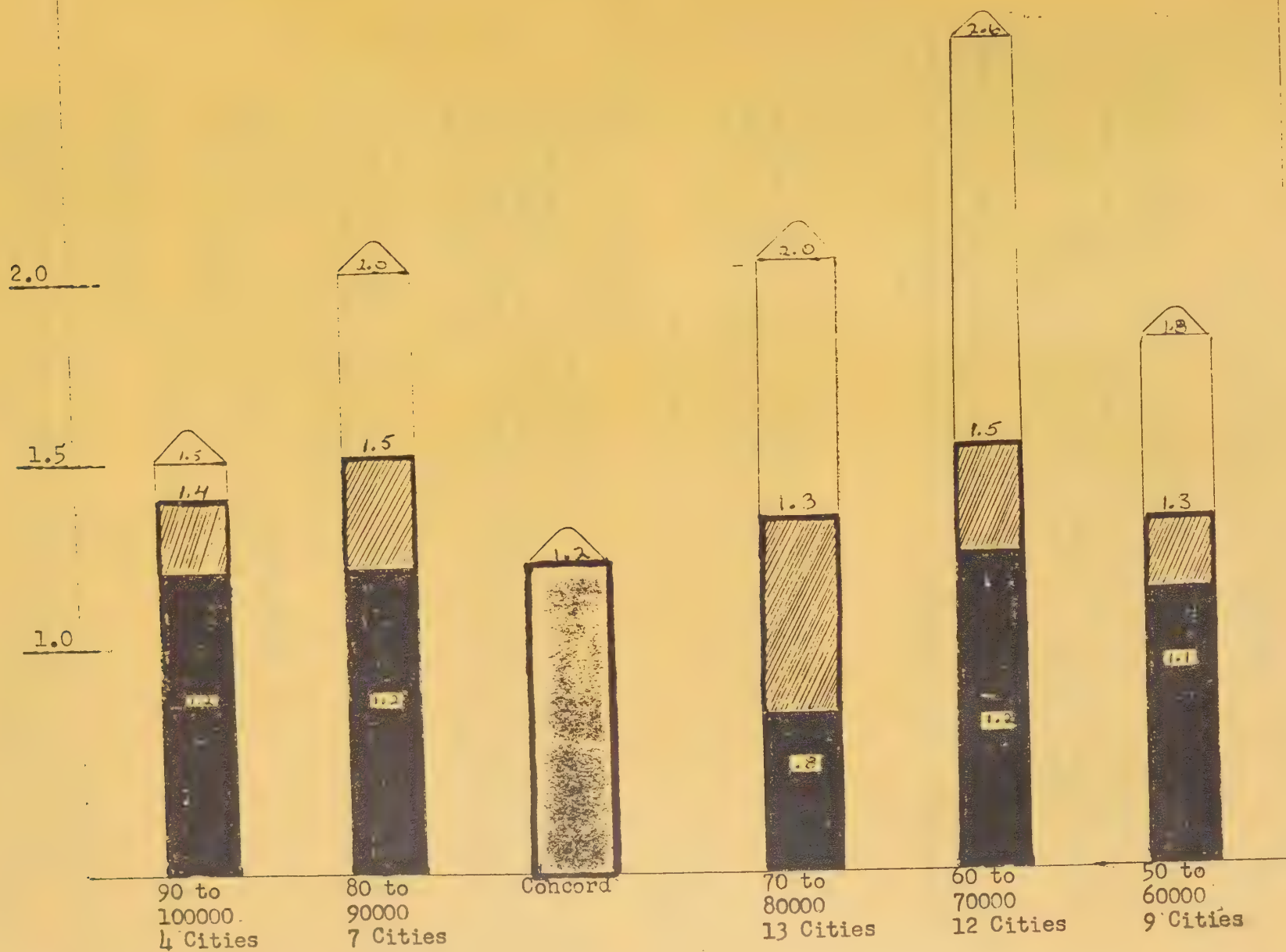
In cities of 50 to 100,000 population, we are unquestionably on the low side in staffing. There is one city of 70 to 80,000 with .8 officers per thousand population; there is one city of 50 to 60,000 with 1.1 officers per thousand population. Beyond that, 1.2 officers per thousand population is the lowest in cities of our size and that is what we have. As a matter of fact, Concord is the largest California city in the 50 to 100,000 population group; we are on the threshold of exceeding 100,000 and larger cities generally have a higher ratio of officers since large cities are centers of entertainment, commerce and industry with large nonresident populations to deal with.

Attachment #1 is a graphical illustration of police manpower in California cities of 50 to 100,000. Concord has 1.2; to increase our ratio to 1.3 would require an additional seven sworn officers and 1.4 would require an additional seventeen officers.

The point I wish to make about all of this is that some of the programs listed above will be eliminated if additional personnel are not provided. Assuming for a moment that Jarvis fails, the reductions listed would not have to be made. Yet, we are advised that there is no growth projected even if that occurs. If that is true, the council should decide on the priority order they desire in making the program reductions since I am convinced it will have to be done.


JAMES CHAMBERS
Chief of Police

CALIFORNIA CITIES, 50-100,000 POPULATION: COMPARISON OF RATION BETWEEN POLICE TO 1000POP



Remainder policed by Sheriff's contract.

▲ denotes max per 1000

▨ denotes average for population

■ denotes lowest per 1000

MISCELLANEOUS AND FIXED EXPENSES

In this section of the report proposals will be made for changes in policies of the city that would result in budget reductions that do not relate directly to any department of the city. This category of the budget has always provided for these kinds of expense items. In this report, however, the proposals made will go beyond suggesting savings that relate directly to line items in the 400: series of the budget. It will also address other policy or program changes which could be considered to reflect a reduction in budget which apply throughout the departmental accounts. The suggested savings reported here are not in the department accounts because it is more rational to explain the concepts in mind if they are discussed in their application to the city as a whole.

1. Postage

Eliminate mailing of the Newsette, eliminate mailing services for all affiliated activities, including Senior Citizens program, Tennis Club, the Ski Club, the Benefactors, and Concord Pavilion Associates.

Projected savings \$ 13,000

Adverse Consequences

Elimination of the Newsette will be a major loss in public information dissemination. The Newsette over the years has helped the public to understand and comment on the programs of the city. There is no single news source that reaches even a majority of the households in Concord which can be relied upon to provide adequate coverage of municipal activities.

Elimination of mail services to the various affiliate activities may be fatal to several of these activities. It will certainly have an adverse impact upon those organizations which exist to raise monies for the support of city programs.

2. Departmental Operating Equipment and Supplies

Discontinue providing coffee.

Projected savings 17,000

Adverse Consequences

Providing coffee at the various coffee stations in the Civic Center and in thermoses for the field crews has been a very successful incentive in eliminating abuse of the coffee break guaranteed to all employees. The problems of abuse or alleged abuse were a serious

concern before this program was initiated. It is predictable that the problems will resurface if the program is eliminated. The value of productive time loss is expected to considerably exceed the savings projected. Many employees are in the habit of taking coffee to their desk and continuing work without taking the coffee break allowed them under their conditions of employment. This, of course, considerably increases productivity. With the coffee program eliminated, this practice will be less prevalent. There is a question as to whether this practice constitutes a condition of employment that cannot be eliminated except through the meet and confer process. It is, however, my opinion that it can.

3. Rentals

Terminate the rental of the facility currently occupied by the Duplicating Operations of the Administrative Services Department.

Projected savings	\$ 9,000
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Adverse Consequences

With the wholesale reduction in staff in other departments and the elimination of departmental programs proposed in this report, there will be space in the city facilities to relocate what remains of the duplicating services. The savings may not be entirely realized in the first year due to the requirement of notice under the lease.

4. Architectural and Consulting Fees

Projected savings	5,000
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Adverse Consequences

This is actually an artificial saving in that this account exists to cover the eventuality of Council's need for special reports or studies. The reduction shown simply reduces the amount of allowance made for this contingency.

5. Social Activities Center

Eliminate city support for this program.

Projected savings	20,000
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Adverse Consequences

It is probable that withdrawal of city support from this program will force the cancellation of the program altogether. If the city is forced by the Jarvis-Gann Initiative to reduce its programs, it

is probable that the county would be forced to make a similar decision. The adverse consequences in terms of loss of program to the mentally ill is well known to Council.

6. Tuition and Book Refund Program

Projected savings

-0-

Adverse Consequences

The reason that we cannot project savings on this \$70,000 item is that it is guaranteed to employees under Memoranda of Understanding. There would be a predictable reduction of use in the program as a consequence of reduction of employees in the event of Jarvis-Gann. Beyond that, a savings can only be realized by negotiated agreements with employee organizations. Loss of this education incentive program would have substantial long term impact upon the effectiveness of the city's operation.

7. Employee Training and Development

Reduce the funds available for city sponsored training activities.

Projected savings

\$ 3,000

Adverse Consequences

The proposed reduction would eliminate all but the most essential training programs. It would also tend to reduce the quality of the programs that we must put on since we would have less budget with which to hire qualified trainers or to rent visual aids. An on-going training function has a substantial payoff in improved efficiency and effectiveness. Reduction in this program would therefore have serious adverse consequences.

8. Compensation to the Community Services Commission

Eliminate compensation.

Projected savings

3,000

Adverse Consequences

In view of the fact that in other sections of the report we are recommending elimination of compensation to the Planning Commission and the Design Review Board this proposal would follow if the other two were directed by Council. We do not predict that there would be an adverse consequence in terms of being able to find qualified

citizens willing to serve. The City Council instituted compensation to members of commissions and boards on the basis of an equity consideration. The only adverse consequence would be a reversal of that determination.

9. Safety Supplies and Industrial Safety Program

Reduce subscriptions to safety magazines, reduce purchase of safety supplies and eliminate the services of the Safety Consultant.

Projected savings \$ 4,000

Adverse Consequences

These proposals would cripple a very successful safety program. It would also jeopardize our participation in the Joint Powers Agency providing liability insurance, and jeopardize our reserves established for the Self-Insured Workers Compensation program.

10. Regional Transportation System

Eliminate bus services.

Projected savings -0-

Adverse Consequences

The Metropolitan Transportation Commission has announced that it will permit TDA funding for the next fiscal year to a level that will completely eliminate the need for a city subsidy. We have therefore already anticipated the elimination of this \$111,000 expense from next year's budget. To reintroduce the savings here would constitute a duplication. It is, however, important to note that this saving is for one year only and the city must face increased subsidy in the following year if the program is to be continued. It is hoped that legislation or MTC policy changes will occur to make it possible to continue bus service beyond the next fiscal year.

11. Business Meetings and Travel

Reduce allowances.

Projected savings 1,000

This will be a false saving unless there is an actual reduction in the number of business trips that occur. The budget item is in anticipation that some trips, primarily trips to Washington, D.C. will be necessary in pursuit of the city's business.

12. Reports and Publications

Eliminate the Newsette, the Communicator (employee newspaper) and miscellaneous special reports.

Projected savings \$ 29,000

Adverse Consequences

The adverse impact of eliminating the Newsette program has already been discussed. The same should be said for eliminating our capability for special reports and publications. The elimination of the Communicator will remove a very effective means by which members of the city work force are kept informed on the important activities of the city.

13. Civic Promotion (Convention Bureau)

Eliminate support to the Convention Bureau.

Projected savings 37,000

Adverse Consequences

This proposal would, of course, eliminate the Convention Bureau. There would be no effort made to develop convention and conference activities in the city. While the affect may not be immediate, it is predictable that the loss of revenues directly to the city in terms of the room tax and sales tax would more than offset the savings that we are proposing.

14. Memberships in Organizations and Attendance at Conferences and Training Sessions

Reduce by 50% the allowances for these activities.

Projected savings 25,000

Adverse Consequences

The city has always maintained a very stringent control on these expense items. Our allowance has tended to be less than that found justified by other cities. A cut of the types described will have a severe adverse impact on our ability to participate in and influence the activities of state-wide and national organizations with which we are affiliated. Since many of these organizations are heavily engaged in legislative debate on our behalf we could see in the long term adverse

consequences that far outweigh the projected savings. It should be noted that most of the activities and most of the reductions are for the city as a whole and reflected in the City Council's account.

15. Parts and Equipment for Maintenance of the City's Vehicle Fleet

Reduce the allowance for these items by 20%.

Projected savings	\$100,000
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Adverse Consequences

It is assumed that with the reduction of activities discussed elsewhere in this report the city's vehicle fleet will be reduced about 20%. If this is true this allowance of parts and equipment should be achievable.

16. Replacement of City Vehicles

Eliminate all vehicle replacements, except in emergency situations for one year.

Projected savings	100,000
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Adverse Consequences

The danger in this proposal in terms of increased obsolescence of the fleet is obvious. There is, however, a compensating consideration. Assuming the fleet reduction that would be necessary because of Jarvis-Gann we would expect to dispose of our oldest and most depreciated vehicles. It would therefore be possible to realize some savings by postponing vehicle replacements for one or two years.

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